

NATIONAL TRANSPORTATION SAFETY BOARD

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 IN RE: :
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 THE EL FARO INCIDENT OFF THE: NTSB Accident No.
 COAST OF THE BAHAMAS ON : DCA16MM001
 OCTOBER 1, 2015 :
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INTERVIEW OF: MICHAEL KONDRACKI

Wednesday,
 October 14, 2015

Marriott Hotel
 Jacksonville, Florida

BEFORE:

MIKE KUCHARSKI, NTSB
 TOM ROTH-ROFFY, Investigator-in-charge, NTSB
 CARRIE BELL, NTSB
 [REDACTED] U.S. Coast Guard
 [REDACTED] [REDACTED] U.S. Coast Guard
 MELISSA SERRIDGE, TOTE Services
 AL SHEPHERD, ABS
 KEVIN STITH, TOTE Services

This transcript was produced from audio provided by the
 National Transportation Safety Board.

APPEARANCES

PRESENT ON BEHALF OF THE INTERVIEWEE:

GIL FELTEL, ESQ.
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1 P-R-O-C-E-E-D-I-N-G-S

2 3:38 p.m.

3 MR. KUCHARSKI: The time is now 1538. The
4 date is 14 October, 2015. We're at the Jacksonville
5 Marriott Hotel, and we're here to interview Mr. Mick
6 Kondracki, and it's in reference to the El Faro
7 incident that recently happened. Mr. Kondracki, I've
8 asked you if I can record that. Sorry to ask you
9 again, but I need --

10 MR. KONDRACKI: Yes, sir, please do.

11 MR. KUCHARSKI: Thank you. My name is Mike
12 Kucharski. I'm the group chairman for the operations
13 group, which entails mostly nautical, but stability,
14 cargo operations. The purpose of this investigation is
15 to increase safety, not to assign liability, fault, or
16 blame.

17 The NTSB cannot offer any guarantee of
18 confidentiality or immunity from legal or certificate
19 actions. I think I mentioned to you outside, we have
20 no enforcement powers or no regulatory powers, but this
21 interview will be made public. It will be transcribed
22 first, but it will be part of our docket. You will
23 have an opportunity to review that, the transcript, and
24 to make suggestions where maybe you were misquoted or
25 the word is incorrect, and we will entertain those

1 changes.

2 MR. KONDRACKI: Got it.

3 MR. KUCHARSKI: You're allowed to have one
4 personal representative. I believe you have one here
5 now.

6 MR. KONDRACKI: Yes, sir.

7 MR. KUCHARSKI: We will shortly go around
8 the room and identify everybody, and will capture that.
9 The representative may be an attorney, but is not
10 required to be an attorney. The representative cannot
11 testify on your behalf. As we talked outside, you can
12 discuss things, but you only will answer.

13 MR. KONDRACKI: Roger that.

14 MR. KUCHARSKI: The representative's
15 comments should be limited, if any. Legal evidentiary
16 objections are not grounds for us asking you these
17 questions or for you answering. The NTSB is an
18 independent federal agency charged with determining the
19 probable cause of transportation accidents and
20 promoting transportation safety.

21 It is not part of the Department of
22 Transportation, FAA, FRA, or other mode-specific
23 regulatory agencies. As I mentioned, the NTSB has no
24 regulatory or enforcement powers. The people before
25 you are members of other groups. Under our party

1 system, TOTE has been named a party, asked to be a
2 party, and they've agreed. Then we break out into
3 different groups. The people before you are part of
4 those groups. If you have any questions -- the
5 questions that I ask you, please answer to the best of
6 your recollection. If you don't understand a question,
7 feel free to ask it to be repeated or explained
8 further. If you realize that you misstated, you can
9 modify an answer or go back until you're comfortable
10 with the end of the interview, and we have no more
11 questions. At any time, you can go back. After we
12 complete this interview, this may not be your final
13 interview. We may have to re-interview you, so that
14 could happen.

15 MR. KONDRACKI: Okay.

16 MR. KUCHARSKI: To start with, we'll go
17 around them room, to your right, and then continue
18 around clockwise.

19 MR. FELTEL: Thank you. Gilbert Feltel,
20 Tanner Bishop Law Firm, here as the representative to
21 Mr. Kondracki.

22 MR. KUCHARSKI: As his personal
23 representative?

24 MR. FELTEL: Correct.

25 MR. [REDACTED] I'm [REDACTED] with the

1 Coast Guard, a member of the operations group.

2 MS. BELL: Carrie Bell, NTSB (Inaudible)
3 group chairman.

4 MR. [REDACTED] [REDACTED] [REDACTED] U.S. Coast
5 Guard, civilian investigator, and I'm a member of
6 Carrie's performance group.

7 MS. SERRIDGE: Melissa Serridge for TOTE
8 Services, part of the human performance group.

9 MR. STITH: Kevin Stith, TOTE Services, part
10 of the operations group.

11 MR. SHEPHERD: Al Shepherd with the American
12 Bureau of Shipping. I'm from my corporate (Inaudible)
13 systems certification group, and I'm here as a
14 representative of the human performance group.

15 MR. ROTH-ROFFY: Tom Roth-Roffy, NTSB,
16 Investigator-in-Charge.

17 MR. KUCHARSKI: Mr. Kondracki, would you
18 spell your complete name for the record?

19 MR. KONDRACKI: Yes, my first name is
20 Michael, M-I-C-H-A-E-L, last name is Kondracki,
21 K-O-N-D-R-A-C-K-I. My nickname is Mick. Please feel
22 free to call me Mick, if you prefer, or Mr. Kondracki's
23 fine.

24 MR. KUCHARSKI: Okay, thank you. Would you
25 give us a background -- or give us your background in

1 the maritime industry, which prepared you for your
2 current position?

3 MR. KONDRACKI: Yes, sir, I'd be glad to.
4 I'm a graduate of the U.S. Merchant Marine Academy,
5 1988. Upon graduation, I entered working with Lykes
6 Brothers Steamship Company in New Orleans, as its
7 management trainee. I went through their full
8 management training program and went through various
9 managerial positions and operations, traffic, and
10 chartering. I've also worked with other U.S. shipping
11 companies, Intermarine, International Shipholding, and
12 Dixie Carrier Offshore. I also have a Navy background,
13 as well.

14 I have approximately 11½ years of active
15 duty time. When I got out of the Merchant Marine
16 Academy, I went into the selected reserve immediately
17 and affiliated with units and started drilling.
18 Between 2000 and 2003, I had a recall as the Merchant
19 Marine Reserve program manager. Then between December
20 2005 up until February 19th of 2014, I was on staff of
21 the Chief of Naval Operations in Washington, D.C., as
22 the special assistant for Merchant Marine and Maritime
23 Affairs.

24 Then I also held a position as the N422,
25 which was the branch head for Sealift Policy and

1 Programs. I also have a master's in business
2 administration. I've got a diploma from the Naval War
3 College in strategic studies, and I also have a
4 master's certificate in project management from George
5 Washington University. I've also had numerous ISO and
6 Navy training throughout my career. I joined TOTE
7 Services on February 1st of 2014. I joined them as a
8 director of ship management, and March 15th of 2015, I
9 became the director of labor relations and risk
10 management at TOTE Services. Essentially, half my time
11 has been in the Merchant Marine and half my time has
12 been Navy.

13 MR. KUCHARSKI: You said you graduated from
14 Kings Point in 1988?

15 MR. KONDRACKI: Yes, sir.

16 MR. KUCHARSKI: What was that degree in?

17 MR. KONDRACKI: A bachelor of science in
18 marine engineering.

19 MR. KUCHARSKI: Do you also hold a license?

20 MR. KONDRACKI: It is in the grace period
21 right now. It expired in April of this year.

22 MR. KUCHARSKI: Could you tell us what that
23 license is?

24 MR. KONDRACKI: Third assistant engineer --

25 MR. KUCHARSKI: Did you sail --

1 MR. KONDRACKI: -- unlimited. I did not
2 sail, but I did do shoreside night watch and have gone
3 on sea trials with activation of ships.

4 MR. KUCHARSKI: Any questions so far on
5 background?

6 MS. BELL: I have a question.

7 MR. KUCHARSKI: Yes.

8 MS. BELL: Carrie Bell (Inaudible). You
9 said that you were director of ship management, and
10 then you were director of labor relations. Is the
11 director of ship management still a position at TOTE?

12 MR. KONDRACKI: Yes, it is.

13 MS. BELL: Okay, and it's someone else? You
14 just changed to another group?

15 MR. KONDRACKI: I actually still have my
16 duties as a director of ship management for the
17 American roll on/roll off carrier vessels that we
18 manage. I also have the additional duties of the
19 director of labor relations and risk management.

20 MS. BELL: So both of them now fall under
21 the same heading?

22 MR. KONDRACKI: I execute both of those
23 positions.

24 MS. BELL: Thank you.

25 MR. [REDACTED] [REDACTED] [REDACTED] Coast Guard.

1 MR. KONDRACKI: Yes, sir.

2 MR. [REDACTED] The American roll on/roll off,
3 what vessels are those?

4 MR. KONDRACKI: The R Resolve (Phonetic),
5 Independence, the Endurance, and a couple more.
6 Essentially, they're RORO carriers that operate either
7 in the northern European trade, or the vessel, the
8 Endurance, is on around-the-world service. Those
9 vessels are in the MSP program.

10 MR. [REDACTED] The MSP program is what?

11 MR. KONDRACKI: The Maritime Security
12 program.

13 MR. [REDACTED] Thank you. This is [REDACTED]
14 [REDACTED]

15 MR. KUCHARSKI: This is Mike Kucharski. The
16 schooling that you mentioned, was any of that related
17 to labor relations or risk management?

18 MR. KONDRACKI: I did have a labor course
19 when I was at Kings Point. Then, of course, you get
20 on-the-job training when you're on the ships and you
21 get a chance to talk to the officers on which unit
22 they're affiliated with or not affiliated with. I was
23 able to sail on both unionized and CIVMAR vessels.

24 MR. KUCHARSKI: I'm sorry; you said you were
25 able to sail?

1 MR. KONDRACKI: As a cadet.

2 MR. KUCHARSKI: You mentioned risk
3 management. Could you tell us what that entails?

4 MR. KONDRACKI: Yes. Risk management from
5 TOTE Services deals primarily with crew claims. Then
6 we also offer assistance from our parent company on
7 whatever they would need for something like a
8 certificate of financial responsibility, a COFR, or if
9 they need assistance with getting vessel information
10 for hauling machinery or PNI information.

11 MR. KUCHARSKI: You mentioned crew claims.
12 What kind of claims would the crew submit?

13 MR. KONDRACKI: If somebody gets injured,
14 gets sick, or if they have an injury of whatever
15 nature, we have a form that they fill out, that the
16 captain fills out. Depending upon on what the claim
17 is, we manage the handling of the claim medically and
18 follow-on care, if required.

19 MR. KUCHARSKI: I neglected to ask you what
20 actual company do you work for?

21 MR. KONDRACKI: TOTE Services.

22 MR. KUCHARSKI: In your position of director
23 of labor relations and risk management, does that
24 include all the vessels under TOTE Services, under
25 management (Inaudible) services?

1 MR. KONDRACKI: Yes.

2 MR. KUCHARSKI: Does it also include any of
3 the people working at the company?

4 MR. KONDRACKI: Yes.

5 MR. KUCHARSKI: Shoreside, let me qualify
6 that.

7 MR. KONDRACKI: Yes.

8 MR. KUCHARSKI: Questions so far?

9 MS. BELL: One more question. Carrie Bell,
10 NTSB. Going back to the director of ship management,
11 on the org chart, it shows the director as Mike
12 Roberts, and then Dennis O'Meara (Phonetic).

13 MR. KONDRACKI: Yes, ma'am. That's
14 currently right. I am no longer director of ship
15 management, but I still have some responsibilities to
16 oversee the ARC ships until, at such time in the
17 future, I turn those over to somebody else that we
18 hire.

19 MS. BELL: But they are currently working in
20 that position?

21 MR. KONDRACKI: Yes, ma'am, they're
22 currently -- both of those gentlemen are directors of
23 ship management.

24 MS. BELL: Okay, thank you.

25 MR. KUCHARSKI: Mike Kucharski. Could you

1 tell us who you report to directly?

2 MR. KONDRACKI: Phil Greene, the president.

3 MR. KUCHARSKI: Could you tell us who are
4 your direct reports, who reports to you?

5 MR. KONDRACKI: Yes, sir, be glad to.
6 Melissa Serridge, our HR manager, and Melissa Clark,
7 our crewing manager.

8 MR. KUCHARSKI: Could you tell us what your
9 day-to-day activities entail?

10 MR. KONDRACKI: Certainly. As you know, the
11 shipping industry is dynamic, so very rarely is one day
12 exactly like the last, but it typically deals with
13 setting up -- working longer-term projects and
14 shorter-term projects, our popups that the ships may
15 have, whether it's a crew claim, if there was an issue
16 onboard the ship, the day-to-day popups, where the
17 vessels need an answer quickly, that's typically what
18 we respond to first. Then when we are working
19 longer-term projects, such as working on some type of
20 longer-term claims or working on HR policies or
21 something of that nature, then we also address those --
22 work on those type items throughout the day.

23 MR. KUCHARSKI: Do you have any other
24 collateral duties?

25 MR. KONDRACKI: I do some management of the

1 American roll on/roll off ships.

2 MR. KUCHARSKI: What type of management is
3 that?

4 MR. KONDRACKI: We have a hybrid management,
5 where the engineering is handled through ARC, and the
6 rest of the management is handled by TOTE Services.

7 MR. KUCHARSKI: It's Mike Kucharski
8 continuing. When you say roll on/roll off, I believe
9 there were vessels on the Alaska trade. You're not
10 talking about those. You're talking specifically about
11 the ARC ships?

12 MR. KONDRACKI: That's correct.

13 MR. KUCHARSKI: Would it be a fair
14 assessment that in part of your collateral duties, you
15 work with law firms who decide if litigation will take
16 place or you will litigate things?

17 MR. KONDRACKI: I work with my general
18 counsel directly. The general counsel is the person
19 who actually decides if we utilize outside counsel for
20 any matter or not.

21 MR. KUCHARSKI: Is there a general counsel
22 for TOTE Services, Inc.?

23 MR. KONDRACKI: TOTE Services, Inc. uses
24 Michael Holt, who is the general counsel for TOTE, Inc.

25 MR. KUCHARSKI: Follow-on questions, [REDACTED]

1 MR. [REDACTED] Coast Guard.
2 How much of your time is spent in ship management
3 regarding the ARM ships?

4 MR. KONDRACKI: It varies from day to day,
5 sir, depending upon what's the actual need. If I had
6 to throw it out, longer term, ballpark, maybe about 25
7 percent of my time.

8 MR. [REDACTED] Is any of your time spent on
9 the new construction LNG ships?

10 MR. KONDRACKI: I have assisted with
11 obtaining COFRs, with looking at how we will crew the
12 vessels, timing. Outside of that, maybe overseeing
13 some timing of when folks would be getting trained for
14 specialized LNG training. Other than that, no.

15 MR. [REDACTED] Can you give me an estimate of
16 the percentage of your time you devoted to the LNG
17 project?

18 MR. KONDRACKI: Like I say, day to day, it's
19 not the same. If I had to look back, I would maybe
20 estimate a 5 to 10 percent type range.

21 MR. [REDACTED] Okay, thanks. We'll revisit
22 training later. Thank you.

23 MR. SHEPHERD: Al Shepherd, ABS on risk.
24 Question on risk. You've explained briefly what your
25 risk management role (Inaudible). Just one question.

1 Do you or your group get involved with doing risk
2 assessment related to vessel operations?

3 MR. KONDRACKI: No. In my capacity, I don't
4 do that.

5 MR. SHEPHERD: So it's more of a financial
6 type risk?

7 MR. KONDRACKI: Yes.

8 MR. SHEPHERD: Not related to operations?

9 MR. KONDRACKI: Yes. I also handle, say,
10 handling of asbestos claims or something like that.
11 That falls under the risk portion of my position.

12 MR. SHEPHERD: Thank you.

13 MR. KONDRACKI: You're welcome.

14 MR. [REDACTED] Coast Guard.
15 Are you considered, within your group, executive
16 leadership?

17 MR. KONDRACKI: I am part of the executive
18 team, yes, sir.

19 MR. [REDACTED] Okay. Who within that team
20 manages risk? By risk, I mean risk to personnel, risk
21 to ships.

22 MR. KONDRACKI: The way that TOTE Services
23 is set up is we have an open concept within our floor
24 plan. I have the president, the senior vice president
25 of government operations, senior vice president of

1 commercial operations, our controller, myself, Captain
2 Mullens (Phonetic), Melissa Serridge.

3 We're within earshot of the directors of
4 ship management. We don't operate in very finite
5 lanes. We tend to collaborate and discuss issues, so
6 that way we share our collective knowledge on any given
7 issue. That is essentially how we operate, so that way
8 we ensure that we utilize everybody's subject matter
9 expertise, and some of it quite substantial for
10 decades.

11 MR. [REDACTED] On the organization chart, I'm
12 referring to this chart, which is a March 2015
13 document, there's a (Inaudible) assistant. Her name is
14 Nicole Self (Phonetic).

15 MR. KONDRACKI: Yes, sir.

16 MR. [REDACTED] How does she know who is the
17 ultimate person who manages risk within the company?

18 MR. KONDRACKI: She would follow the chain
19 of command. She would go to her manager, who is the
20 crewing manager. If the crewing manager was unclear,
21 she would come to me. When you say manage risk, was
22 there a specific --

23 MR. [REDACTED] Vessel safety or personnel
24 safety onboard vessels.

25 MR. KONDRACKI: That would fall under our

1 safety management system clearly.

2 MR. [REDACTED] Okay. So she could look in
3 there and find the individual that's ultimately
4 responsible within the corporation to manage risk?

5 MR. KONDRACKI: Yes, we have a manager that
6 manages the SMS system.

7 MR. [REDACTED] Who's that?

8 MR. KONDRACKI: Captain Lawrence.

9 MR. [REDACTED] That's the DP?

10 MR. KONDRACKI: Exactly, yes, sir.

11 MR. [REDACTED] Okay, thank you.

12 MR. KUCHARSKI: This is Mike Kucharski back.
13 Besides the LNG training, are you involved with any of
14 the other training for the officers and crew onboard
15 the ships?

16 MR. KONDRACKI: No, sir. We rely upon the
17 unions to ensure that they have all the requisite
18 training. We utilize AMO as our officers' union, and
19 the SIU is our unlicensed union. Both of them do an
20 outstanding job. AMO has the Star Center and the SIU
21 has the Harry Lundeberg School in Piney Point,
22 Maryland. They are able to establish any courses that
23 we require.

24 MR. KUCHARSKI: Are you aware of any
25 specialty training besides the LNG that the company had

1 required their personnel to go through?

2 MR. KONDRACKI: No.

3 MR. KUCHARSKI: You mentioned -- oh, I'm
4 sorry, go ahead.

5 MS. BELL: Carrie Bell, NTSB. You use the
6 unions to make sure that all the training is complete.
7 What about any kind of training specific to your
8 organization in safety culture?

9 MR. KONDRACKI: Okay, be glad to address
10 that. In our SMS we require monthly safety training
11 meetings, and onboard, they also have -- most of them
12 have weekly fire lifeboat drills or safety training.
13 They report that monthly training back to our
14 designated person. The designated person essentially
15 tracks it. In the SMS it outlines certain training
16 requirements, and that's what they follow.

17 MS. BELL: Thank you.

18 MR. KONDRACKI: You're welcome.

19 MR. [REDACTED] [REDACTED] [REDACTED] Coast Guard.
20 Who is assesses the quality of training?

21 MR. KONDRACKI: Since our SMS is audited by
22 ABS, I would say that they are the entity that actually
23 ensures that we're doing what we should be doing,
24 ensuring that there's quality in there. That being
25 said, as a company, we're also very cognizant of the

1 need and desire for continual improvement. So we don't
2 just -- if we see something wrong, we don't wait for an
3 audit to flag it. We will step right in and fix it
4 when it becomes apparent, as part of our safety
5 culture.

6 MR. [REDACTED] Okay, so who reviews the --
7 say, for example, the shipboard drill records, external
8 to the ship? In other words, ship's officer or
9 somebody prepares them. Who reviews them?

10 MR. KONDRACKI: That would be our designated
11 person, our person in charge of the SMS system.

12 MR. [REDACTED] Do they communicate to you the
13 results of whatever the DP does in relation to those
14 records? Let's say there's a deficit; he finds the
15 training doesn't fit your company's safety culture.
16 Are you notified?

17 MR. KONDRACKI: Like I say, we tend to
18 operate more inclusive and as a team, instead of
19 stovepipe. So typically, if Captain Lawrence had
20 something like that, he would pull in Mr. Peterson,
21 myself, the president of the company, the senior vice
22 presidents of commercial and government, and we would
23 collectively utilize our subject matter expertise, pull
24 in maybe our port captain, who's got extensive seagoing
25 experience.

1 We tap into any resource we have within the
2 company to come up with the best solution possible. Of
3 course, we would also reach out to the subject matter
4 expertise on the company that the vessels were
5 managing, and we would also reach out to the master
6 and/or chief engineer of the ship that we're working
7 with. This is a full communication. We're always
8 trying to get better, to improve, especially on
9 anything safety related.

10 MR. [REDACTED] So can you give me an example
11 of a safety deficit that's been sent up to this open
12 concept and has been rectified?

13 MR. KONDRACKI: Sure. We had a situation
14 where there was potential scheduling that was going to
15 make it very difficult for some of our crew onboard a
16 specific ship to comply with STCW. So we had the
17 dialogue with the ship, and they said, "We've tried to
18 reconfigure absolutely everybody's schedule, but we
19 can't do it." So we made it 100 percent clear that
20 TOTE Services complies 100 percent with Coast Guard's
21 STCW compliance. We went to the owners of the vessel,
22 and they said, "If there's no way that you can do it,
23 then we'll have to do a schedule adjustment."

24 We put that in writing, and it went out in
25 an ops memo. So the masters were given very clear

1 information on when you are confronted with a schedule
2 and you find it impossible to comply with STCW, then
3 you have to come back to us, as your manager, and we
4 will go back to the vessel owners or our customers and
5 ask them to adjust the schedule, so that way, we can
6 comply.

7 MR. [REDACTED] Any that come to mind -- those
8 are, sounds like, shifts you manage. Any that come to
9 mind for the El Yunque or the El Faro?

10 MR. KONDRACKI: No, not that I have worked
11 with.

12 MR. [REDACTED] Thank you.

13 MR. KUCHARSKI: This is Mike Kucharski back
14 again. You mentioned Melissa Clark is a direct report
15 to you?

16 MR. KONDRACKI: Yes, sir.

17 MR. KUCHARSKI: What's her role at the
18 company?

19 MR. KONDRACKI: She's a crewing manager.

20 MR. KUCHARSKI: Can you tell us what that
21 entails?

22 MR. KONDRACKI: Yes. Since we have ships
23 trading internationally, we've got them on each coast
24 of the U.S. We've got rotating on and off the ships
25 all over the place 365 days of the year. Her ultimate

1 responsibility is making sure that the crew member is
2 getting to the right ship on time, that reliefs are
3 made on time.

4 There's also a process that she also
5 oversees to ensure that the crew member who's coming
6 onboard has got all the requisite training. We manage
7 some vessels for MSC. They have some additional
8 training, on top of what the Coast Guard requires. She
9 would also check to make sure that -- recency of those
10 training requirements. That's the nature of what she
11 accomplishes.

12 MR. KUCHARSKI: All that training is
13 provided by either the Harry Lundeberg School or the
14 Star Center?

15 MR. KONDRACKI: The Star Center or an MSC
16 school for MSC specialized, or if MARAD requires
17 specialized training as part of their mission, then
18 they would obtain that either through the union or
19 through the MSC school, as well.

20 MR. KUCHARSKI: Your collateral duties, do
21 you also -- part of your collateral duties as the
22 director of labor relations, do you also -- are part of
23 your duties the evaluation of officers?

24 MR. KONDRACKI: The way evaluations work
25 shipboard is that the master and the chief engineer do

1 their departments. We have a form in our OMV that they
2 follow. Depending upon the seniority of the officer,
3 or if they've been there for a long time or not, I'll
4 take a look at them every once in a while. We utilize
5 the evaluations -- if we wanted to promote somebody up,
6 we would be able to refer back to their file and take a
7 look at how their evaluations are trending. That's how
8 we use it.

9 MR. KUCHARSKI: You mentioned the master and
10 the chief engineer, that they have an evaluation
11 process. How about the master and the chief engineer?
12 Are you part of the process of their evaluations?

13 MR. KONDRACKI: I will be in my capacity as
14 the director of labor relations, to some degree. I
15 haven't gone through one of these yet, since I've only
16 been in the position since March of this year. From
17 what I understand, those evaluations take place in
18 October.

19 MR. KUCHARSKI: How about the evaluation
20 process for promotion -- new people being promoted up?
21 Do you take part in that?

22 MR. KONDRACKI: Depending upon what the
23 position would be, if it was for a senior officer, such
24 as a captain or a chief mate, yes, I would.

25 MR. KUCHARSKI: Let me be specific. Were

1 you part of the evaluation process for the people --
2 the new senior personnel going onto the LNG vessels?

3 MR. KONDRACKI: Yes.

4 MR. KUCHARSKI: So besides -- or part of
5 labor relations' collateral duties are to look at the
6 evaluations shipboard?

7 MR. KONDRACKI: We would only have that if
8 they were already sailing within our company or sailing
9 within our fleet. We wouldn't have evaluations from
10 other companies if they were sailing for them. So we
11 would have to be relying upon what's in their resume
12 and through personal interviews.

13 MR. KUCHARSKI: Are you also involved in the
14 process of discharge if you have to discharge a seaman
15 or an officer onboard the ship?

16 MR. KONDRACKI: It depends. If it is
17 disciplinary, then I would be involved. If it is
18 somebody who hurt themselves and was no longer found
19 fit for duty and was discharged, I'd be made aware of
20 it, but I wouldn't have to actively manage that. We
21 would, of course, then have to backfill that crew
22 member. That's when crewing would come in as part of
23 that, and that's when HR and our claims handling would
24 come in as part of that.

25 MR. KUCHARSKI: So you're not part of the

1 discharge process -- if you had to discharge anybody,
2 the masters, the chief engineers would not consult you
3 specifically?

4 MR. KONDRACKI: I'm unclear of what you're
5 asking me. Are you asking if this is a disciplinary
6 problem?

7 MR. KUCHARSKI: Discharged for cause.

8 MR. KONDRACKI: Discharge for cause, yes, we
9 would be consulted.

10 MR. KUCHARSKI: Any questions there?

11 MR. [REDACTED] Coast Guard.
12 Could you take us through the interview process for,
13 say, the position of master?

14 MR. KONDRACKI: Certainly. If we were
15 hiring from within, of course, we would have the
16 benefit of looking at their evaluations and having
17 dealt with the person over a period of time. Then if
18 we were bringing somebody in from the outside, it would
19 be reviewing the resumes, going through an interview
20 process and seeing how they answered those questions,
21 responded to the questions, what their leadership style
22 is, things like that.

23 MR. [REDACTED] Could you describe for us what
24 you look for in an officer that will take command of
25 the El Yunque or the El Faro?

1 MR. KONDRACKI: I have not had to -- yes, of
2 course. We'd be looking for somebody who had great
3 leadership competency, somebody who had great technical
4 competency, somebody who wants to do the job, somebody
5 with some energy, somebody who's safety focused,
6 somebody who's in sync with our company's overall
7 ethics policy. We hold our masters to very high
8 standards. We want the best, and we've got excellent
9 captains out there.

10 MR. [REDACTED] How would you evaluate their
11 nautical skills?

12 MR. KONDRACKI: I don't know if I would be
13 in a position to evaluate their nautical skills, not
14 being out there with them on a day-to-day basis.
15 They're licensed mariners through the U.S. Coast Guard,
16 so by that mere fact, they have proficiency if the
17 Coast Guard deems that they can hold that position.

18 MR. [REDACTED] So the measure of someone that
19 could be a captain of these is that they hold a Coast
20 Guard license?

21 MR. KONDRACKI: One of them, not the entire
22 deciding factor.

23 MR. [REDACTED] Who makes the decision as to
24 who you would hire for those ships?

25 MR. KONDRACKI: What we have done is had

1 more of a panel type of decision, where we would have
2 the president, our senior vice president of commercial
3 operations, our director of marine services, our
4 director of ship management, our DP, Captain Lawrence,
5 myself, the crewing manager, and a VP of operations at
6 the line. So it's a collective interview. It's a
7 collective review of the answers. We all have
8 different backgrounds and ask different questions and
9 make sure that everybody is comfortable with the
10 answers. Final decision ends with the president of the
11 company, but people all have input. Like I say, we
12 work as a team, instead of just in a straight vacuum.

13 MR. [REDACTED] Nobody's mentioned, that we've
14 asked, they look for input from other captains of the
15 ships. In other words, nobody said the El Yunque's
16 captain, we asked for that feedback, or the El Faro's.
17 Is that part of the process?

18 MR. KONDRACKI: I'm not really clear on what
19 you're asking me, sir.

20 MR. [REDACTED] In other words, if I sailed as
21 chief mate on the ship, would you rely on the feedback
22 from the master of that vessel as to the qualifications
23 of that individual for a position to fleet up to
24 master?

25 MR. KONDRACKI: Yes, absolutely. I think

1 originally, you had asked me to captain to captain, but
2 yes, of course, a chief mate would be -- we would
3 heavily rely upon what the master of the vessel said if
4 we were looking to promote a chief mate to a captain.

5 MR. [REDACTED] Okay, and is the process --
6 this process that we just discussed -- is that
7 documented? Could I look up and see what the process
8 is?

9 MR. KONDRACKI: I don't think we have that
10 in a formal process.

11 MR. [REDACTED] Okay, thank you.

12 MR. KONDRACKI: You're welcome.

13 MR. KUCHARSKI: Going back to your -- this
14 is Mike Kucharski again. Going back to your mention of
15 a panel for selection to -- for a master's position, is
16 there a pro forma that you use, or any kind of a form
17 which has what you're looking for?

18 MR. KONDRACKI: No, it's a little bit more
19 fluid. It's more verbal, not a checklist.

20 MR. KUCHARSKI: Do you have the results or
21 notes that you've taken to get to that selection?

22 MR. KONDRACKI: I'm not a big note taker,
23 have a relatively good memory. I may mark up
24 somebody's resume, and that's what I have.

25 MR. KUCHARSKI: Is there any other person

1 there, like Melissa Clark, maybe, or someone else that
2 takes notes?

3 MR. KONDRACKI: Nobody's taking --

4 MR. KUCHARSKI: No one takes notes?

5 MR. KONDRACKI: -- notes or minutes of an
6 interview.

7 MR. KUCHARSKI: Could you give us an idea of
8 what type of questions are asked in that interview?

9 MR. KONDRACKI: Certainly. I'll give you an
10 example. Captain Kucharski, what is your leadership
11 style? What is the most difficult personnel experience
12 you've had, and how did you deal with it? If you could
13 go back in time, how would you maybe do it differently?
14 What is the most challenging situation you've been in
15 from an operational situation, and how did you handle
16 it? Those are the types of questions that we ask.

17 MR. KUCHARSKI: Does each member come up
18 with their own set of questions, then, to ask?

19 MR. KONDRACKI: Yes, sir, they do.

20 MR. KUCHARSKI: Can you tell me who was on
21 that panel?

22 MR. KONDRACKI: Yes, it was the president of
23 TOTE Services, senior vice president of commercial
24 operations, the director of marine services, the
25 director of ship management, the manager of safety and

1 operations, myself, and the crewing manager. Also, we
2 would invite somebody from -- like the vice president
3 of SeaStar Line, if he was in port. We would invite
4 them if they wanted to participate.

5 MR. KUCHARSKI: So the president of TOTE
6 would be Phil Greene?

7 MR. KONDRACKI: Yes, sir.

8 MR. KUCHARSKI: Phil Morrel (Phonetic) is
9 vice president --

10 MR. KONDRACKI: Yes, sir.

11 MR. KUCHARSKI: -- of marine -- okay. The
12 director of marine services would be whom?

13 MR. KONDRACKI: Lee Peterson (Phonetic).

14 MR. KUCHARSKI: You said the crew manager.
15 That would be Melissa Clark?

16 MR. KONDRACKI: Melissa Clark, and director
17 of ship management would be Jim Fiskier-Anderson
18 (Phonetic).

19 MR. KUCHARSKI: Those people would be -- I'm
20 sorry, and John Lawrence, too?

21 MR. KONDRACKI: Yes, sir, John Lawrence is
22 the manager of safety and operations.

23 MR. KUCHARSKI: So those people would all be
24 part of the panel for interviewing a master for --

25 MR. KONDRACKI: Yes, if they're available at

1 the time that the individual could come in. Like I
2 say, we operate in a team. We don't stovepipe, and not
3 one person knows everything, so we try to leverage the
4 subject matter expertise of all of our staff.

5 MS. BELL: Carrie Bell, NTSB. Just for
6 clarification, we were told in an interview with the
7 crewing manager that interview notes are retained for
8 the people that are hired. If I'm not mistaken, that's
9 what I understood.

10 MR. KONDRACKI: I don't know. She may have
11 notes that she takes.

12 MS. BELL: Thank you.

13 MR. [REDACTED] Coast Guard.
14 Shipboard personnel are union personnel?

15 MR. KONDRACKI: They're all union personnel,
16 yes, sir.

17 MR. [REDACTED] What if a union personnel,
18 someone in the union, were to grieve the selection of a
19 candidate? I know that the officers go through a
20 different process to be employed with your company,
21 permanent officers versus people coming (Inaudible),
22 but if someone were to grieve the selection process,
23 how would you defend how you conducted those
24 interviews?

25 MR. KONDRACKI: The first thing we would do

1 would be to go back to the language in the CBA and
2 follow the procedure.

3 MR. [REDACTED] What's the CBA?

4 MR. KONDRACKI: Collective bargaining
5 agreement.

6 MR. [REDACTED] Okay. So how do I know that
7 my interview, my questions, the subject matter areas
8 that were discussed, the experience that was evaluated,
9 is the same as all the other candidates in the pool --
10 in other words, the process was the same and fair?

11 MR. KONDRACKI: Well, it's something that
12 would have to be discussed during the grieving process
13 outlined in the CBA.

14 MR. [REDACTED] Okay, but you're conducting
15 the hiring, and you're evaluating. You're giving
16 examples of questions, and certain individuals are in
17 or out of the interview, based on your schedule.

18 MR. KONDRACKI: Yes, sir.

19 MR. [REDACTED] So I'm just trying to figure
20 out how you ensure consistency?

21 MR. KONDRACKI: We have consistency because
22 we have the same people, generally, that are conducting
23 the interview.

24 MR. [REDACTED] How is my -- who determines my
25 nautical qualifications, for example, like adverse

1 weather -- how I deal with adverse weather? Who makes
2 that determination within that group?

3 MR. KONDRACKI: That wouldn't necessarily be
4 a central focus on an interview. Like I had mentioned
5 earlier, that might be a question that somebody asks
6 is, "What's been the most challenging operational
7 situation that you have been in?" but we don't
8 necessarily say, "How would you handle your voyage
9 planning for extreme weather?" if that's what you're
10 asking.

11 MR. [REDACTED] Okay, so you entrust the
12 candidate who gets the job with your ship, with your
13 men, and with your cargo. How do you assess that
14 they're qualified to handle that vessel in adverse
15 weather?

16 MR. KONDRACKI: We ensure that they have a
17 U.S. Coast Guard master's license.

18 MR. [REDACTED] That's all?

19 MR. KONDRACKI: Well of course, we take into
20 account their experience.

21 MR. [REDACTED] Thank you.

22 MR. STITH: Kevin Stith with TOTE Services.
23 Is it typical for the officers to have an interviewing
24 process addressed in their contract? Would that be
25 something that's typically in there?

1 MR. KONDRACKI: Could you please --

2 MR. STITH: In the interviewing process,
3 like if I applied for a job and I would have to come in
4 to be interviewed by TOTE, is that something that would
5 typically be covered by a union agreement?

6 MR. KONDRACKI: Yes. We are obliged to hire
7 within our unions.

8 MR. STITH: So if I looked in the El Faro's
9 contract, would there be a line item in there
10 addressing an interview process (Inaudible)?

11 MR. KONDRACKI: No, not that I'm aware of.

12 MR. STITH: So really, candidates would
13 probably just -- would you say just come in on their
14 own, not really under the umbrella of any union
15 protection or anything like that, more as volunteers
16 for an interview process?

17 MR. KONDRACKI: Of course, everybody would
18 have to be a volunteer. It's all a voluntary
19 workforce.

20 MR. STITH: Okay.

21 MR. KONDRACKI: The rules that we have to
22 work under are outlined in the CBA.

23 MR. STITH: Okay.

24 MR. [REDACTED] Coast Guard. I
25 don't mean to belabor the point, but the point is

1 significant. There were interviews conducted for your
2 Alaskan trade ships. We were told in a recent
3 interview that one officer that served on the El Faro
4 was not selected to captain those ships because of
5 weather concerns about the route, the time of year, and
6 so forth. So where do you place the importance of a
7 master knowing how to handle the weather that ship will
8 operate in?

9 MR. KONDRACKI: Yes, sir, it almost sounds
10 like you're implying a specific individual. Without
11 knowing specifically what you're saying, that's kind of
12 difficult for me to answer, so maybe if you could
13 possibly rephrase that for me?

14 MR. [REDACTED] I was speaking of Captain
15 Davidson. In a previous interview, he went through the
16 crewing -- whatever the word is for it -- the crewing
17 board or whatever -- to determine if he was suitable
18 for command in the new vessels that were plying the
19 Alaskan route. He was not selected. Did I have this
20 wrong?

21 PARTICIPANT: If I may, the new vessel in
22 question, I think, is not necessarily for Alaska. At
23 least one's coming to Puerto Rico.

24 MR. [REDACTED] Well, he was not selected for
25 the Alaskan route.

1 MR. KONDRACKI: No. Captain Davidson,
2 master of the El Faro, we were planning on having
3 Captain Davidson sail on the El Faro in the Alaskan
4 trade. He had prior Alaskan experience.

5 MR. [REDACTED] Okay, but he wasn't selected
6 for the new vessels.

7 MR. KONDRACKI: No, we were planning on
8 keeping Captain Davidson on the El Faro, so that way he
9 could sail on the Alaskan trade.

10 MR. [REDACTED] Okay, thank you.

11 MR. KONDRACKI: Certainly.

12 MS. BELL: To clarify that -- Carrie Bell,
13 NTSB -- what I thought I understood in that previous
14 interview was that he was going to be demoted to a
15 different position if he was going to the Alaskan
16 trade. Am I mistaken on that?

17 MR. KONDRACKI: I don't think it is a
18 demotion. He would still be the master of the ship.

19 MS. BELL: Oh, okay. That's (Simultaneous
20 speaking).

21 MR. KONDRACKI: So no, that was not our
22 intention. Like I say, he was going to be a master on
23 either -- the El Faro, which would be trading in the
24 Alaskan trade.

25 MS. BELL: Thank you.

1 MR. KONDRACKI: Yes, ma'am.

2 MR. [REDACTED] Coast Guard. I
3 think what I heard was he was going to sail on the El
4 Yunque, and the El Yunque was going to be looking for
5 charter prospects.

6 MR. KONDRACKI: That may have been a
7 possibility on whether he sailed between the El Faro or
8 the El Yunque. He's a master that we would consider as
9 crewing any of those positions. There's timing issues,
10 schedule issues from both the ship side and the
11 personnel side, but Captain Davidson we were planning
12 on utilizing.

13 MR. [REDACTED] Okay, thank you.

14 MR. KUCHARSKI: Mike Kucharski. Phil Morrel
15 testified that Davidson would not be Alaska master of
16 the El Faro because he did not have Alaska experience.
17 He would be chief mate or second mate. Is your
18 statement that he would become the master?

19 MR. KONDRACKI: Yes, that was the plan, in
20 that he did have Alaskan experience on tankers.

21 MR. KUCHARSKI: Could you tell us who the
22 candidates were for the new vessels on the new LNG
23 vessels, LNG propulsion container ships, that were to
24 take the place of El Faro and El Yunque?

25 MR. KONDRACKI: Yes, sir. We looked at

1 candidates from within the company, and also from --
2 that were also sailing with AMO, but not within our
3 current fleet.

4 MR. KUCHARSKI: Could you tell us who those
5 were?

6 MR. KONDRACKI: Can I give their -- I don't
7 know if I should give their names. Sir, let me -- I'd
8 feel more comfortable if I can give you the names of
9 our current employees because I don't have anybody
10 else's permission to release their name, but to say we
11 had looked at Captain Andrew Maher (Phonetic). We had
12 looked at Captain Ray Thompson (Phonetic). We had
13 looked at Mr. Russ Horton. These were all chief mates.
14 Of course, we had looked at Captain Davidson. There
15 was other positions. We were also looking for chief
16 mates, but we were also looking from outside of the
17 company, as well. We were trying to get the best
18 people we possibly could, given the opportunity.

19 MR. KUCHARSKI: Let me be forthright. This
20 is Mike Kucharski. Was Kevin Stith one of those
21 candidates?

22 MR. KONDRACKI: Yes, sir.

23 MR. KUCHARSKI: Are there any other
24 candidates, before we go through this again?

25 MR. KONDRACKI: Off the top of my head,

1 without having my computer in front of me --

2 MR. KUCHARSKI: Was Broar Axelson (Phonetic)
3 one of those candidates? Did he ask to have a position
4 on the new ships?

5 MR. KONDRACKI: By the time I got into the
6 position, he was not considered a candidate, so I can't
7 speak for what happened before I got into my position.

8 MR. KUCHARSKI: Okay. Did Broar Axelson
9 resign from your company?

10 MR. KONDRACKI: I don't know if that is the
11 proper way to phrase it. I think he had a personal
12 issue that he had to attend to, so he had to leave the
13 ship relatively quickly. I'm not at liberty to talk
14 about his personal life.

15 MR. KUCHARSKI: I didn't ask you questions
16 about his personal life. I just asked you if he was
17 one of those candidates, and then I -- yes.

18 MR. KONDRACKI: I'm sure he was considered
19 out front.

20 MR. KUCHARSKI: So Captain Davidson, and you
21 mentioned three other names. Can we get a list of
22 those names that were interviewed -- the people that
23 were interviewed?

24 MR. KONDRACKI: Yes, I'd be glad to.

25 MR. KUCHARSKI: Can you tell us who was

1 selected for the masters of those vessels?

2 MR. KONDRACKI: The final slating is not 100
3 percent.

4 MR. KUCHARSKI: Any follow-on questions
5 here? Have any personnel been terminated or resigned
6 from employment aboard El Faro or El Yunque, any senior
7 personnel, in the last year?

8 MR. KONDRACKI: Would you say that again for
9 me, please?

10 MR. KUCHARSKI: Sure. Have any personnel
11 been terminated or have resigned from employment aboard
12 El Faro or El Yunque in the past year?

13 MR. KONDRACKI: Terminated for cause, not
14 that I'm aware of, from an officer's standpoint.

15 MR. KUCHARSKI: That's senior personnel.

16 MR. KONDRACKI: That had been from
17 unlicensed.

18 MR. KUCHARSKI: Have any people resigned or
19 said they will not come back onboard those two ships in
20 a senior level -- and let me clarify or qualify senior
21 level, master, chief mate, chief engineer, first
22 engineer?

23 MR. KONDRACKI: I've been there since March
24 of this year, and I'm not aware of anybody who has
25 resigned, outside of Captain Axelson.

1 MR. KUCHARSKI: Was there any communication
2 from Captain Axelson to you or anybody in your office
3 about why he was not coming back?

4 MR. KONDRACKI: Yes.

5 MR. KUCHARSKI: Could you tell us what that
6 was?

7 MR. KONDRACKI: Yes, that it not be shared.
8 I don't have the details. All I know, it was for
9 personal reasons.

10 MR. KUCHARSKI: Okay. Well, we'll ask for
11 that communication, but there was a communication?
12 Okay. Has anybody on -- any senior person on the El
13 Faro or the El Yunque been recently demoted or asked to
14 step down a position?

15 MR. KONDRACKI: Yes.

16 MR. KUCHARSKI: Could you tell us who those
17 are?

18 MR. KONDRACKI: Yes, there was one case
19 where we had the chief mate on the El Faro that we had
20 demoted and moved him over to the El Yunque.

21 MR. KUCHARSKI: That was just the one
22 person?

23 MR. KONDRACKI: Yes, sir.

24 MR. KUCHARSKI: Thank you. I don't think I
25 asked this, but could you tell us why others were not

1 chosen for the position of master on El Yunque, why
2 people were not -- the people that interviewed, can you
3 tell us why they were not chosen?

4 MR. KONDRACKI: Master of El Yunque? Do you
5 mean the Marlin class vessels?

6 MR. KUCHARSKI: I'm sorry. Yes, the new
7 Marlin class, sorry. Thank you.

8 MR. KONDRACKI: Okay. Just fantastic
9 candidates, sir. I'm not saying that -- they were
10 probably all -- they all are qualified. Some are just
11 super qualified and answered the questions consistent
12 with our company policies and our leadership questions.
13 It was a competition, so to speak. Not saying that --
14 the worst guy in the group was still probably a great
15 master.

16 MR. KUCHARSKI: So besides leadership, what
17 were the other super qualifications that you looked at?

18 MR. KONDRACKI: Leadership, experience, the
19 way that they answered handling, the other questions,
20 such as how did you handle disciplinary issues,
21 competency in administrative items, competency in
22 understanding of the safety management system, all
23 those things are weighted.

24 MR. KUCHARSKI: I believe your answer is
25 that you don't recollect all the candidates that

1 applied for the position on those Marlin class vessels.

2 Is that a fair assessment?

3 MR. KONDRACKI: Yes, not off the top of my
4 head.

5 MR. KUCHARSKI: Okay, but you have a list of
6 those people --

7 MR. KONDRACKI: Yes.

8 MR. KUCHARSKI: -- so we can -- okay.

9 Questions?

10 MS. BELL: I have a question. Carrie Bell,
11 NTSB. You mentioned that there was a chief mate who
12 was demoted and put on the El Yunque. Can you tell us
13 why he was demoted?

14 MR. KONDRACKI: Yes, ma'am. Unfortunately,
15 this officer was reported to -- may have been dozing on
16 watch, which is a very serious offense to us. We could
17 not 100 percent confirm it one way or the other. It
18 may have just been a snapshot. Collectively, this
19 person's career, he's been an outstanding performer.
20 We had demoted him as a disciplinary action.

21 MS. BELL: How do you find out about things
22 like that?

23 MR. KONDRACKI: This came in as an anonymous
24 report from a person who may have been a disgruntled
25 crew person, and it went into our designated person

1 hotline, so to speak.

2 MS. BELL: So when you get things like that,
3 do you always have to -- what is your process for
4 responding to things like that? You know it's
5 anonymous. You know you might know who it is, but how
6 does that process work? Do you always -- you have to
7 address it somehow. How do you do that?

8 MR. KONDRACKI: Yes, ma'am, we take any
9 claims of any nature like that very seriously. We
10 start investigating immediately. We try to get as many
11 facts as we possibly can. We have to deal in a world
12 of facts. We can't deal in a world of second guessing
13 on what may or may not have happened. So that's our
14 No. 1 priority. In this instance we, of course, talked
15 to the captain on board, who was Captain Davidson.
16 Myself and my crew manager went to go meet Captain
17 Davidson. We interviewed him, and we interviewed the
18 chief mate. We tried to just get as many facts as
19 possible, and we made a decision based upon those
20 facts.

21 MS. BELL: What is his recourse? What can
22 he do when you make that decision?

23 MR. KONDRACKI: He accepted our action. He
24 could've refused to sign our action. He could've
25 refused not to take the demotion and just leave our

1 company, but he didn't. He's a good mariner, and he's
2 onboard. He's doing his job.

3 MS. BELL: Do you require him to take
4 additional training, do something in addition to move
5 back up to that position?

6 MR. KONDRACKI: We have not made any
7 guarantees about him moving up. It's a matter of you
8 perform, you perform better than everybody else, and
9 then we'll talk about promotion.

10 MS. BELL: Thank you.

11 MR. KONDRACKI: Yes, ma'am.

12 MR. KUCHARSKI: Excuse me one second. Could
13 the person that just entered the room identify
14 themselves, please?

15 MR. PETERSON: Lee Peterson. I'm the party
16 coordinator for TOTE.

17 MR. KUCHARSKI: Thank you.

18 MR. [REDACTED] Coast Guard.
19 I'd like you to take just a minute because I'm going to
20 ask you a very specific question. Think about it.
21 What would be the top three specific considerations for
22 selecting a master for the ships that would engage in
23 the Alaskan trade, the new constructions, if you could
24 be as specific as possible?

25 MR. KONDRACKI: Sir, I believe you're asking

1 about the Marlin class vessels, which would be trading
2 in the Puerto Rican trade. Those are the new
3 construction.

4 MR. [REDACTED] Oh, okay. So I mean the -- I
5 was ambiguous.

6 MR. KONDRACKI: I got you.

7 (Simultaneous speaking.)

8 MR. KONDRACKI: It's fine. I can give you
9 what I would weigh as the top three, but what my boss
10 may feel is the top three may be a little different.
11 Like I say, we all -- the president would take input
12 from all of the panel members. So I could give you my
13 top three, but it's not necessarily the company's
14 policy.

15 MR. [REDACTED] Okay, so what would -- would
16 it be better if I asked you what would be the team's
17 specific --

18 MR. KONDRACKI: That would be hard to 100
19 percent clarify without having the team here to write
20 down and rack and stack.

21 MR. [REDACTED] Did you have a planning
22 meeting to talk about what you hoped to find in a
23 candidate?

24 MR. KONDRACKI: No, we didn't. We had
25 discussions, but not necessarily a meeting, per se.

1 MR. [REDACTED] So you didn't know what the
2 specific requirements as a team was to conduct this
3 interview to select these candidates?

4 MR. KONDRACKI: Yes, I think we knew exactly
5 what we thought is important for the qualities and the
6 experience of the masters. To specify it down into
7 writing, did we do -- no, but we all had a sense that
8 we need a captain who has shown competency, is a good
9 leader, has got good technical knowledge, and all those
10 other types of good qualities that we talked about as
11 being a part of our corporate culture with ethics and
12 safety, protecting the environment.

13 MR. [REDACTED] Would you call those general
14 or specific?

15 MR. KONDRACKI: I would call them -- there's
16 technical competencies, and then there's qualities, and
17 we weigh both of those.

18 MR. [REDACTED] Okay, so you have a diverse
19 management background that includes shipboard
20 operations, as well as labor relations?

21 MR. KONDRACKI: I'm relatively new to labor
22 relations, since I've been in this position since
23 March. But I've been dealing with mariners for 27
24 years, been in vessel operations since 1988, so I do
25 have a good sense for, I think, for what we're looking

1 for.

2 MR. [REDACTED] I would value what your
3 specific top three would be for the Alaskan ships.

4 MR. KONDRACKI: Just to clarify, I think you
5 were asking for the Marlin class vessels on the Puerto
6 Rican trade.

7 MR. [REDACTED] Yes, the Alaskan model ships.

8 MR. KONDRACKI: The Marlin vessels are
9 operating -- will operate in the Puerto Rican trade.

10 MR. [REDACTED] Okay, I'm asking for the
11 Alaskan, thank you.

12 MR. KONDRACKI: When you say the Alaskan
13 trade --

14 MR. [REDACTED] The new ships being built.

15 MR. KONDRACKI: Right, those will be
16 operating in the Puerto Rican trade.

17 MR. [REDACTED] I think this has gone too long
18 (Inaudible). Thank you for your (Inaudible). [REDACTED]
19 [REDACTED] Coast Guard. My confusion leads me to accept
20 -- okay.

21 MR. KONDRACKI: I know it's been a long
22 week.

23 MR. KUCHARSKI: Mike Kucharski. The Marlin
24 vessels and the Puerto Rican trade.

25 MR. [REDACTED] I'm going to write that down.

1 Thank you, sir. [REDACTED] [REDACTED]

2 MR. KUCHARSKI: The El Faro was due to be
3 converted and go on the Alaskan trade.

4 MR. [REDACTED] Thank you.

5 MR. KUCHARSKI: Correct me if I'm wrong. It
6 was to relieve the Orca class vessels that were going
7 to be converted to LNG, is that correct?

8 MR. KONDRACKI: That is correct.

9 MR. KUCHARSKI: Thank you. Do you have
10 further questions?

11 MR. [REDACTED] No, I'm good. Thank you very
12 much.

13 MR. KONDRACKI: Yes, sir.

14 MR. KUCHARSKI: Mr. Kondracki, have you been
15 audited, internally or externally, under either the
16 shoreside management system, which I understand from
17 Lee Peterson is an ISO system, or under the safety
18 management system of the company?

19 MR. KONDRACKI: I've been an auditor. I
20 have not necessarily been audited, per se, on my
21 position.

22 MR. KUCHARSKI: How about in your previous
23 position? Were you internally or externally audited
24 under either of those two systems?

25 MR. KONDRACKI: We had an external audit by

1 ABS earlier this year, but from an internal, I was not.

2 MR. KUCHARSKI: Let me just a clarification.
3 You said we were. Were you, personally, audited --
4 interviewed under the audit?

5 MR. KONDRACKI: No.

6 MR. KUCHARSKI: Back to the internal audit,
7 were you personally interviewed as part of that audit?

8 MR. KONDRACKI: No, I was not.

9 MR. KUCHARSKI: Just as a final on that. In
10 your previous position and your current position, you
11 were never personally audited or questioned under
12 either the shoreside management ISO system or the SMS?

13 MR. KONDRACKI: No.

14 MR. KUCHARSKI: Questions?

15 MR. SHEPHERD: Al Shepherd, ABS.

16 MR. KONDRACKI: Yes, sir.

17 MR. SHEPHERD: Maybe a question for you
18 (Inaudible). You said you were an internal auditor?

19 MR. KONDRACKI: Yes, sir.

20 MR. SHEPHERD: Or you are an internal
21 auditor?

22 MR. KONDRACKI: Yes.

23 MR. SHEPHERD: So you go out to the ships at
24 various times and --

25 MR. KONDRACKI: I did my internal audit on

1 the shoreside department. I have not gone to a ship to
2 conduct an internal audit onboard a vessel yet.

3 MR. SHEPHERD: Okay (Inaudible) right?

4 MR. KONDRACKI: Pardon?

5 MR. SHEPHERD: You haven't (Simultaneous
6 speaking)?

7 MR. KONDRACKI: No, I have not. I have not
8 gone to a vessel to conduct an audit of the ship's OMV.

9 MR. SHEPHERD: On that one, what internal
10 audit did you do?

11 MR. KONDRACKI: I conducted an internal
12 audit on our payroll department.

13 MR. SHEPHERD: Okay. Did you go there with
14 another auditor, so it was like an audit team, or were
15 you by yourself?

16 MR. KONDRACKI: I was by myself. I audited.
17 I made my findings. I submitted them to my -- to
18 Captain Lawrence, who heads up our audit, Ms.
19 Fensterbush (Phonetic), and we reviewed the findings
20 and talked to the individuals that I had interviewed,
21 and we came up with corrective action and moved forward
22 to take those corrective actions.

23 MR. SHEPHERD: When you go to do an internal
24 audit, like in that case, do you have an audit plan
25 when you go out?

1 MR. KONDRACKI: Yes, sir.

2 MR. SHEPHERD: There's a meeting you have
3 with John Lawrence before you go?

4 MR. KONDRACKI: Yes, sir. It's a very
5 process -- it's a written checklist, so to speak. We
6 can come up with our new questions, but we can also
7 look back into prior audits to see what questions were
8 asked, to see if the corrective action that was done a
9 couple years ago was followed through over the course
10 of time. So we do have a lot of capability to go in
11 and make sure that the process has been corrected, if
12 there was a requirement.

13 MR. SHEPHERD: Thank you. Just a couple
14 more questions. Were you auditing to the ISM Code, do
15 you know?

16 MR. KONDRACKI: Yes, that's our standard.

17 MR. SHEPHERD: Do you know were you auditing
18 all the elements of the code, or certain portions or
19 certain particular elements of the code?

20 MR. KONDRACKI: Our shoreside is our quality
21 manual. Then our shipboard would be through our SMS,
22 or our OMV is really what the vessels operate under,
23 the operations manual vessel.

24 MR. SHEPHERD: Okay. So when you say
25 quality, are you referring to one of the ISO standards?

1 MR. KONDRACKI: Yes, sir.

2 MR. SHEPHERD: Do you happen to know which
3 one?

4 MR. KONDRACKI: It's 9002, I believe.

5 MR. SHEPHERD: Okay, good. Do you have an
6 ISO background with quality?

7 MR. KONDRACKI: I have been working in
8 quality since the early 90s. Through formal
9 education, I went through a Lloyd's internal auditor
10 course a while back, but I've been working in it. I've
11 been involved in drafting quality system for a couple
12 different companies, so I've got some background in it.

13 MR. SHEPHERD: Good. Thank you.

14 MR. KONDRACKI: Yes, sir.

15 MR. SHEPHERD: The last question, I believe.
16 ISO 14001, environmental, do you have any background
17 with that?

18 MR. KONDRACKI: Very limited. My experience
19 has been since I've come to TOTE.

20 MR. SHEPHERD: When you did this internal
21 audit, were you auditing to environmental, as well.

22 MR. KONDRACKI: I was not assigned to do an
23 environmental audit. I was doing the payroll
24 department, so it was not applicable.

25 MR. SHEPHERD: Okay. Thank you.

1 MR. KONDRACKI: Yes, sir.

2 MR. KUCHARSKI: Mike Kucharski. Mr.
3 Kondracki, were you also involved in any of the master
4 or chief engineer rotations for the vessels?

5 MR. KONDRACKI: That has typically been
6 handled by the crewing manager. When we were looking
7 at doing vessel backfilling and stuff like that, yes, I
8 was trying to help figure out the timing and placement.

9 MR. KUCHARSKI: So would it be a fair
10 statement to say that you assisted the crewing manager
11 in those rotations?

12 MR. KONDRACKI: For the Marlin class vessels
13 and for the El Faro West Coast and for the Orca class
14 LNG conversions, I more or less had the lead on that
15 for the masters and the chief mates. The crewing
16 manager had the placement for most of the other
17 positions.

18 MR. KUCHARSKI: Okay, sorry, would you
19 repeat those, lead on the Orca class --

20 MR. KONDRACKI: The Marlin class, and the
21 Ponce class that were going to backfill the Orca
22 conversions.

23 MR. KUCHARSKI: Was there more than one
24 ship?

25 MR. KONDRACKI: We were going to have one

1 vessel -- one of the Ponce class vessels go out to the
2 Alaskan trade to backfill one of the Orca class who
3 were getting their LNG conversion in Singapore.

4 MR. KUCHARSKI: Okay, so one ship in -- was
5 that the El Faro?

6 MR. KONDRACKI: That would have been the El
7 Faro. She was going through conversions, so that way
8 she could operate back in the Alaskan service again, as
9 she had in a former time.

10 MR. KUCHARSKI: You mentioned the term port
11 captain. Who was the port captain for El Faro, and who
12 was the port captain for El Yunque?

13 MR. KONDRACKI: The way we are set up for
14 those vessels is the -- we've got a port engineer.
15 We've got a director of ship management. Then they
16 report to -- the director of ship management reports to
17 the senior vice president of commercial operations.
18 The port captain I referenced earlier in my answers was
19 the port captain that we have for a different class of
20 vessels, not necessarily for the El Faro or El Yunque,
21 but she is a resource within the company that we can
22 utilize her subject matter expertise.

23 MR. KUCHARSKI: Great. You could utilize,
24 but was that actually utilized, to your knowledge?

25 MR. KONDRACKI: For what specifically?

1 MR. KUCHARSKI: As port captain, the port
2 captain duties. What's your definition of a port
3 captain? Because we don't see that anywhere.

4 MR. KONDRACKI: We don't have a port captain
5 specifically assigned to the El Yunque or El Faro.

6 MR. KUCHARSKI: Are you a member of the
7 incident response team?

8 MR. KONDRACKI: Yes, I am.

9 MR. KUCHARSKI: What do you typically do as
10 a member of the incident response team?

11 MR. KONDRACKI: That would depend upon the
12 situation, of course, but it's a team led by Captain
13 Lawrence. It would include myself, directors of ship
14 management, the senior vice presidents of operations,
15 and it would be -- the specific duties would depend
16 upon what the actual crisis was.

17 MR. KUCHARSKI: You mentioned the senior
18 vice presidents of operations. Who would those be?

19 MR. KONDRACKI: Phil Morrel and Mitch
20 Walker.

21 MR. KUCHARSKI: Let's move directly to the
22 El Faro incident. Who was part of the incident
23 response team?

24 MR. KONDRACKI: Captain Lawrence had the
25 call -- the last call from the ship. In that instance,

1 I was not set up as part of the incident command. I
2 was set up as part of a different area, which we call
3 the family call center. Our main focus was trying to
4 take care of the family, make sure they were getting
5 real-time, accurate information.

6 MR. KUCHARSKI: Okay, thank you. Any
7 questions from around the room?

8 MR. [REDACTED] [REDACTED] [REDACTED] I have a
9 couple of questions about hiring. Could you tell us
10 who in the company -- are you okay to keep going?

11 MR. KONDRACKI: Yes, sir.

12 MR. [REDACTED] Can you tell us who develops
13 the company's position descriptions for the people on
14 the ship?

15 MR. KONDRACKI: Vessel descriptions are
16 outlined in the OMV.

17 MR. [REDACTED] I mean for the hiring, how
18 you're going to hire somebody. You brought in these
19 captains, for example, from outside your organization
20 to interview for this master's position. How did you
21 describe those positions?

22 MR. KONDRACKI: They typically have a sense,
23 after having sailed master, of what the job entails.
24 The only thing that would be rather unique about this
25 was the fact that the vessels were going to be dual

1 fueled, and that they were container ships. So we were
2 looking for people that had some container ship
3 experience as a nice to have, and also if they had
4 sailed on LNG vessels before, that would be beneficial,
5 but not a deal breaker because it's very unique.

6 MR. [REDACTED] Did you advertise in the
7 trades or in monster.com or anything (Simultaneous
8 speaking)?

9 MR. KONDRACKI: Absolutely not. We go
10 through our unions, or through AMO, in this instance.

11 MR. [REDACTED] To get those people?

12 MR. KONDRACKI: Yes, sir, or if there's
13 somebody that comes as a recommendation that's sailing
14 with another company within the union, then we would
15 consider them.

16 MR. [REDACTED] Do you have to give some kind
17 of position description for the LNG qualifications to
18 the union?

19 MR. KONDRACKI: No, the union has been a
20 partner, along with the Coast Guard, in setting up the
21 training. This is new. These are the first
22 dual-fueled container ships ever, so we've had to
23 develop these courses in concert with the Coast Guard,
24 and the unions were very helpful, since they're the
25 experts in developing courses and setting them up.

1 MR. [REDACTED] Are you aware if there's a
2 position description for the DP outside of the SMS
3 system?

4 MR. KONDRACKI: No.

5 MR. [REDACTED] Then just so I understand the
6 process, Captain Stith here sailed as chief mate with
7 you. Would you take us through the process of how he
8 became a master?

9 MR. KONDRACKI: Yes. Captain Stith came in
10 for an interview. First thing that would happen in the
11 process -- let me back up -- is that we took a look at
12 his resume, took a look at his record. He went through
13 the interview process in front of the panel. The panel
14 discussed how he answered our questions, his
15 competencies, and a decision was made that he was a top
16 candidate.

17 MR. [REDACTED] For?

18 MR. KONDRACKI: For a Marlin class vessel.

19 MR. [REDACTED] Okay, for what position?

20 MR. KONDRACKI: As master.

21 MR. [REDACTED] So then what happened next?

22 MR. KONDRACKI: Then we tried to put him out
23 onto the Puerto Rican trade to start gaining experience
24 immediately.

25 MR. [REDACTED] Okay, and then what happened?

1 MR. KONDRACKI: I'm not sure what you mean
2 by that.

3 MR. [REDACTED] In other words, he sailed as
4 chief mate, and he was promoted to master. How did
5 that happen?

6 MR. KONDRACKI: It was a timing thing. Our
7 masters have -- and chief mates and chief engineers and
8 first assistants -- have permanency on the ships. So
9 when there's openings, then we would slot the -- we
10 slotted Kevin in, so that way, he could get experience.

11 MR. [REDACTED] Then how did you get feedback
12 on his performance as chief mate and potential
13 qualifications -- observed qualifications to become
14 master?

15 MR. KONDRACKI: There would be -- if there
16 was any negative feedback from the captain, or positive
17 feedback from the captain, we would assess that, by our
18 port engineer, who goes and visits the ship when they
19 call to port, by our director of ship management, who
20 interacts with the vessels. So we would take that into
21 account.

22 MR. [REDACTED] Okay, thank you. Thank you,
23 Captain Stith.

24 MR. KUCHARSKI: Any general questions?

25 MS. BELL: I have (Inaudible). Carrie Bell,

1 NTSB. Just in terms of grievances, if someone has a
2 grievance, but they report it through the union, how
3 does that come to your attention?

4 MR. KONDRACKI: Grievances are -- like I
5 say, it's a formal process that's outlined in the CBA.
6 It has to be in writing. It has to be within a certain
7 time frame. We confer with the union, try to find out
8 what their grieving, get the facts, see if there's an
9 amicable resolution. That's essentially it.

10 MS. BELL: Are you directly involved in all
11 of those grievances or (Simultaneous speaking)?

12 MR. KONDRACKI: We don't have a lot of
13 grievances, to be honest with you, ma'am.

14 MS. BELL: Are they typically -- when there
15 is a grievance, is it typically held at the HR level,
16 and not brought up to you if they can handle it, or
17 (Simultaneous speaking)?

18 MR. KONDRACKI: No, if there was a
19 grievance, I would be involved with it. Like I say,
20 it's uncommon.

21 MS. BELL: Thank you.

22 MR. KONDRACKI: Yes, ma'am.

23 MR. KUCHARSKI: Mr. Kondracki, this is Mike
24 Kucharski. You mentioned that you recently took over
25 as director of labor relations and risk management.

1 When was that date?

2 MR. KONDRACKI: March 15, 2015.

3 MR. KUCHARSKI: Was that a newly created
4 position?

5 MR. KONDRACKI: The title had changed, but a
6 lot of the responsibilities were the same as the former
7 vice president of human resources.

8 MR. KUCHARSKI: Who was that?

9 MR. KONDRACKI: John Kendrick.

10 MR. KUCHARSKI: John K-E-N-D-R-A?

11 MR. KONDRACKI: K-E-N-D-R-I-C-K.

12 MR. KUCHARSKI: Where is John Kendrick right
13 now?

14 MR. KONDRACKI: I don't know.

15 MR. KUCHARSKI: Did he resign from the
16 company?

17 MR. KONDRACKI: I believe he resigned.

18 MR. KUCHARSKI: Any further questions?

19 Okay, time is 1701, and we'll that end that interview.

20 Thank you very much for coming here. I know some of
21 the questions were hard. Thank you very much.

22 MR. KONDRACKI: Yes, sir.

23 (Whereupon, the above-entitled interview was
24 concluded at 5:01 p.m.)
25

A			Bureau 6:12 business 8:1
able 10:23,25 18:22 24:6 aboard 41:6,11 above-entitled 63:23 ABS 1:16 15:23 19:22 51:1,15 absolutely 21:18 28:25 59:9 Academy 7:4,16 accept 49:19 accepted 45:23 Accident 1:4 accidents 4:19 accomplishes 23:11 account 34:20 61:21 accurate 58:5 action 44:20 45:23,24 52:21 53:8 actions 3:19 52:22 activation 9:3 active 7:14 actively 25:20 activities 13:9 actual 11:20 15:5 57:16 addition 46:4 additional 9:18 23:7 46:4 address 13:21 19:9 45:7 addressed 34:24 addressing 35:10 adjust 22:5 adjustment 21:23 administration 8:2 administrative 43:21 adverse 33:25 34:1,14 advertise 59:6 Affairs 7:23 affiliated 7:17 10:22,22 agencies 4:23 agency 4:18 ago 53:9 agreed 5:2 agreement 33:5 35:5 ahead 19:4 AI 1:16 6:11 15:23 51:15 Alaska 14:9 36:22 38:15,16 Alaskan 36:2,19,25 37:3,4,9,15,24 38:20 46:23 49:3,7,11,12 50:3 56:2,8 allowed 4:3 ambiguous 47:5 American 6:11 9:17 10:2 14:1	amicable 62:9 AMO 18:18,20 39:2 59:10 and/or 21:6 Andrew 39:11 anonymous 44:23 45:5 answer 4:12 5:5,9 13:17 36:12 43:24 answered 26:20 43:11 43:19 60:14 answering 4:17 answers 28:7,10 56:18 anybody 26:1 39:9 41:24 42:2,12 apparent 20:4 APPEARANCES 2:1 applicable 54:24 applied 35:3 44:1 approximately 7:14 April 8:21 ARC 12:16 14:5,11 area 58:2 areas 33:7 ARM 15:3 around-the-world 10:8 asbestos 16:10 asked 3:8 5:1 28:14,16 29:1 30:8 40:16 42:13 42:25 47:16 53:8 asking 4:16 26:5,5 28:19 34:10 46:25 49:5,10 asks 34:5 assess 34:13 61:17 assesses 19:20 assessment 14:14 16:2 44:2 assign 3:15 assigned 54:22 57:5 assistance 11:6,9 assistant 7:22 8:24 17:13 assistants 61:8 assisted 15:10 55:10 attend 40:12 attention 62:3 attorney 4:9,10 audio 1:23 audit 20:3 50:25 51:4,6 51:7,25 52:2,8,10,12 52:14,18,24,24 54:21 54:23 audited 19:21 50:15,20 50:23 51:3,11 52:16 auditing 53:14,17 54:21 auditor 50:19 51:18,21 52:14 54:9 audits 53:7	available 31:25 aware 18:24 25:19 35:11 41:14,24 60:1 Axelson 40:2,8 41:25 42:2	C
	B	bachelor 8:17 back 5:9,11 12:10 15:19 18:12 19:13 22:3,4,13 24:6 29:13,14 30:13 33:1 41:19 42:3 46:5 51:6 53:7 54:10 56:8 60:11 backfill 25:21 55:21 56:2 backfilling 55:7 background 6:25,25 7:12 9:5 48:19 54:6 54:12,16 backgrounds 28:8 BAHAMAS 1:4 ballpark 15:6 bargaining 33:4 based 33:17 45:19 basis 27:14 behalf 2:2 4:11 belabor 35:25 believe 4:4 14:8 43:24 46:25 54:4,15 63:17 Bell 1:14 6:2,2 9:6,8,8 9:13,20,24 12:9,9,19 12:24 19:5,5,17 32:5 32:5,12 37:12,12,19 37:25 44:10,10,21 45:2,21 46:3,10 61:25 61:25 62:10,14,21 beneficial 59:4 benefit 26:16 best 5:5 21:2 27:8 39:17 better 21:8 46:8 47:16 big 29:22 Bishop 2:4 5:20 bit 29:18 blame 3:16 board 1:1,24 36:17 45:15 boss 47:9 branch 7:25 break 5:2 breaker 59:5 briefly 15:24 bringing 26:18 Broar 40:2,8 Brothers 7:6 brought 58:18 62:16 built 49:14	cadet 11:1 call 6:22 48:13,15 57:25 57:25 58:2,3 61:19 candidate 32:19 34:12 40:6 47:23 60:16 candidates 33:9 35:12 38:22 39:1,21,24 40:3 40:17 43:9,25 48:3 capability 53:10 capacity 16:3 24:13 captain 11:16 17:1 18:8 20:19,24 24:24 27:19 28:4,16 29:1,1,4 30:10 36:4,14 37:1,3 37:8 38:11 39:11,12 39:14 40:20 41:25 42:2 45:15,15,16 48:8 52:18 56:11,11,12,18 56:19 57:1,2,3,4,12 57:24 60:6,9 61:16,17 61:23 captains 27:9 28:14 58:19 capture 4:8 care 11:18 58:4 career 8:6 44:19 cargo 3:14 34:13 Carrie 1:14 6:2 9:8 12:9 19:5 32:5 37:12 44:10 61:25 Carrie's 6:6 carrier 7:12 9:17 carriers 10:6 case 42:18 52:24 cause 4:19 26:7,8 41:13 CBA 33:1,3,13 35:22 62:5 center 18:20 23:14,15 58:3 central 34:4 certain 19:15 33:16 53:18,19 62:6 Certainly 13:10 26:14 30:9 37:11 certificate 3:18 8:4 11:8 certification 6:13 chain 17:18 chairman 3:12 6:3 challenging 30:14 34:6 chance 10:21 changed 9:14 63:5 changes 4:1 charge 20:11 charged 4:18

chart 12:11 17:11,12
charter 38:5
chartering 7:10
check 23:9
checklist 29:19 53:5
chief 7:21 21:6 23:25
 24:10,11,24 26:2
 28:21 29:2,4 38:17
 39:13,15 41:21,21
 42:19 44:11 45:18
 55:4,15 60:6 61:4,7,7
 61:12
chosen 43:1,3
civilian 6:5
CIVMAR 10:23
claim 11:16,17 13:15
claims 11:5,11,12 13:20
 16:10 25:23 45:9
clarification 32:6 51:2
clarify 37:12 41:20
 47:19 49:4
Clark 13:6 22:14 30:1
 31:15,16
class 43:5,7 44:1 47:1
 49:5 50:6 55:12,13,19
 55:20,21 56:1,2,19
 60:18
clear 21:19,25 28:18
clearly 18:1
clockwise 5:18
coast 1:4,14,15 6:1,4
 9:25 15:1 16:14 19:19
 21:20 22:23 23:8
 26:11 27:15,17,19
 32:13 34:17 35:24
 38:2 46:18 49:19
 55:13 59:20,23
code 53:14,18,19
COFR 11:8
COFRs 15:11
cognizant 19:25
collaborate 17:5
collateral 13:24 14:14
 23:20,21 25:5
collective 17:6 28:6,7
 33:4
collectively 20:23 44:18
College 8:3
come 17:21 21:2 22:3,7
 22:8 25:22,24 30:17
 32:1 35:3,13 41:19
 53:6 54:19 62:3
comes 59:13
comfortable 5:9 28:9
 39:8
coming 23:5 32:21
 36:23 42:3 63:20
command 17:19 26:24

36:18 58:1
comments 4:15
commercial 17:1 20:22
 28:2 30:23 56:17
communicate 20:12
communication 21:7
 42:1,11,11
companies 7:11 25:10
 54:12
company 7:6 11:6,20
 12:3 17:17 18:25
 19:25 20:21 21:2,4
 22:18 25:8 28:11
 32:20 39:1,17 40:9
 43:12 46:1 50:18
 56:21 58:10 59:14
 63:16
company's 20:15 27:6
 47:13 58:13
competencies 48:16
 60:15
competency 27:3,4
 43:21,21 48:8
competition 43:13
complete 5:12 6:18
 19:6
compliance 21:21
complies 21:20
comply 21:16 22:2,6
computer 40:1
concept 16:23 21:12
concerns 36:5
concert 59:23
concluded 63:24
conduct 48:2 52:2,8
conducted 32:23 36:1
 52:11
conducting 33:14,22
confer 62:7
confidentiality 3:18
confirm 44:17
confronted 22:1
confusion 49:19
consider 38:8 59:15
considerations 46:21
considered 16:15 40:6
 40:18
consistency 33:20,21
consistent 43:11
construction 15:9 47:3
constructions 46:23
consult 26:2
consulted 26:9
container 38:23 59:1,2
 59:22
continual 20:1
continue 5:17
continuing 14:8

contract 34:24 35:9
controller 17:1
conversion 56:3
conversions 55:14,22
 56:7
converted 50:3,7
coordinator 46:16
corporate 6:12 48:11
corporation 18:4
correct 5:24 14:12 50:5
 50:7,8
corrected 53:11
corrective 52:21,22
 53:8
could've 45:24,24
counsel 14:18,18,19,21
 14:24
couple 10:5 53:9,13
 54:11 58:9
course 10:18,19 21:3
 25:21 26:15 27:2 29:2
 34:19 35:17 39:14
 45:14 53:9 54:10
 57:12
courses 18:22 59:23,25
covered 35:5
created 63:3
crew 11:5,11,12 13:15
 15:11 18:14 21:15
 23:1,5 25:21 31:14
 44:25 45:16
crewing 13:7 17:20,20
 22:19 25:22 28:5 31:1
 32:7 36:16,16 38:9
 55:6,10,15
crisis 57:16
culture 19:8 20:5,15
 48:11
current 7:2 39:3,9
 51:10
currently 12:14,19,22
customers 22:4

D

D.C 7:21
date 3:4 63:1
Davidson 36:15 37:1,3
 37:8 38:11,15 39:14
 40:20 45:15,17
day 13:11,22 15:4,4,18
 15:18
day-to-day 13:9,16
 27:14
days 22:25
DCA16MM001 1:4
deal 30:12 34:1 45:11
 45:12 59:5
dealing 48:23

deals 11:5 13:12
dealt 26:17
decades 17:10
December 7:19
decide 14:15
decides 14:19
deciding 27:22
decision 27:23 28:1,10
 45:19,22 60:15
deems 27:17
defend 32:23
deficit 20:14 21:11
definition 57:2
degree 8:16 24:14
demoted 37:14 42:13
 42:20 44:12,13,20
demotion 37:18 45:25
 [REDACTED] 1:14 5:25,25
Dennis 12:12
department 4:21 52:1
 52:12 54:24
departments 24:1
depend 57:11,15
depending 11:16 15:5
 24:2,22
depends 25:16
describe 26:23 58:21
description 59:17 60:2
descriptions 58:13,15
designated 19:14,14
 20:10 44:25
desire 20:1
details 42:8
determination 34:2
determine 36:17
determines 33:24
determining 4:18
develop 59:23
developing 59:25
develops 58:12
devoted 15:16
dialogue 21:17
different 5:3 28:8,8
 32:20 37:15 47:10
 54:12 56:19 58:2
differently 30:13
difficult 21:15 30:11
 36:12
diploma 8:2
direct 13:4 22:14
directly 13:1 14:18
 57:21 62:10
director 8:8,9 9:9,10,11
 9:16,19 11:22 12:10
 12:11,14 23:22 24:14
 28:3,4 30:24,25 31:12
 31:16 56:15,16 61:19
 62:25

directors 12:22 17:3
57:13
discharge 25:14,14
26:1,1,8
discharged 25:19 26:7
disciplinary 25:17 26:5
43:20 44:20
discuss 4:12 17:5
discussed 29:6 33:8,12
60:14
discussions 47:25
disgruntled 44:24
diverse 48:18
Dixie 7:12
docket 3:22
document 17:13
documented 29:7
doing 16:1 19:23,23
46:2 54:23 55:7
dozing 44:15
DP 18:9 20:13 28:4 60:2
drafting 54:11
drill 20:7
drilling 7:17
drills 19:12
Drive 2:4
dual 58:25
dual-fueled 59:22
due 50:2
duties 9:16,18 13:24
14:14 23:20,21,23
25:5 57:2,15
duty 7:15 25:19
dynamic 13:11

E

earlier 34:5 51:1 56:18
early 54:8
earshot 17:3
education 54:9
either 10:6 23:13,18
37:23 50:15,24 51:12
EI 1:4 3:6 22:9,9 26:25
26:25 28:15,16 35:8
36:3 37:2,3,8,23 38:3
38:4,7,8,16,24,24
41:6,6,12,12 42:12,13
42:19,20 43:1,4 44:12
50:2 55:13 56:5,6,11
56:12,20,20 57:5,5,22
elements 53:18,19
else's 39:10
employed 32:20
employees 39:9
employment 41:6,11
ends 28:10
Endurance 10:5,8
energy 27:5

enforcement 3:20 4:24
engage 46:22
engineer 8:24 21:6
23:25 24:10,11 41:21
41:22 55:4 56:14
61:18
engineering 8:18 14:5
engineers 26:2 61:7
ensure 17:8 18:17 23:5
33:20 34:16

ensures 19:23
ensuring 19:24
entail 13:9
entails 3:13 11:3 22:21
58:23
entered 7:5 46:13
entertain 3:25
entire 27:21
entity 19:22
entrust 34:11
environment 48:12
environmental 54:16
54:21,23
especially 21:8
ESQ 2:3
essentially 8:10 10:6
17:7 19:14 62:9
establish 18:22
estimate 15:15,20
ethics 27:7 48:11
European 10:7
evaluate 27:10,13
evaluated 33:8
evaluating 33:15
evaluation 23:23 24:10
24:19 25:1
evaluations 23:24 24:5
24:7,12,17 25:6,9
26:16
everybody 4:8 28:9
35:17 46:8
everybody's 17:8 21:18
evidentiary 4:15
exactly 13:12 18:10
48:4
example 20:7 21:10
30:10 33:25 58:19
examples 33:16
excellent 27:8
Excuse 46:12
execute 9:22
executive 16:15,17
experience 20:25 30:11
33:8 34:20 37:4 38:16
38:20 43:18 48:6
54:18 59:3 60:23
61:10
expertise 17:9 20:23

21:4 32:4 56:22
experts 59:25
expired 8:21
explained 5:7 15:24
extensive 20:24
external 20:7 50:25
externally 50:15,23
extreme 34:9

F

FAA 4:22
fact 27:16 58:25
factor 27:22
facts 45:11,12,18,20
62:8
fair 14:13 33:10 44:2
55:9
fall 9:20 17:25
falls 16:11
family 58:3,4
fantastic 43:8
far 9:4 12:8
Faro 1:4 3:6 22:9 26:25
36:3 37:2,3,8,23 38:7
38:16,24 41:6,12
42:13,19 50:2 55:13
56:5,7,11,20 57:5,22
Faro's 28:16 35:8
fault 3:15
1:15 6:4,4 9:25
9:25 10:2,10,13,14
15:1,1,8,15,21 16:14
16:14,19 17:11,16,23
18:2,7,9,11 19:19,19
20:6,12 21:10 22:7,12
26:11,11,23 27:10,18
27:23 28:13,20 29:5
29:11 32:13,13,17
33:3,6,14,19,24 34:11
34:18,21 35:24,24
36:14,24 37:5,10 38:2
38:2,13 46:18,18 47:4
47:15,21 48:1,13,18
49:2,7,10,14,17,19,25
50:1,4,11 58:8,8,12
58:17 59:6,11,16 60:1
60:5,17,19,21,25 61:3
61:11,22
February 7:20 8:7
federal 4:18
feedback 28:16,21
61:11,16,17
feel 5:7 6:21 39:8 47:10
Feltel 2:3 5:19,19,24
Fensterbush 52:19
figure 33:19 55:8
file 24:6
fill 11:15

fills 11:16
final 5:12 28:10 41:2
51:9
financial 11:8 16:5
find 18:3 22:2 44:21
47:22 62:7
findings 52:17,19
finds 20:14
fine 6:23 47:8
finite 17:4
fire 19:12
Firm 2:4 5:20
firms 14:15
first 3:22 6:19 13:18
32:25 41:21 59:21
60:10 61:8
Fisker-Anderson 31:17
fit 20:15 25:19
fix 20:3
flag 20:3
fleet 25:9 28:23 39:3
floor 16:23
Florida 1:11 2:5
fluid 29:19
focus 34:4 58:3
focused 27:5
folks 15:13
follow 17:18 19:16 24:2
33:2
follow-on 11:18 14:25
41:4
followed 53:9
form 11:15 24:1 29:16
forma 29:16
formal 29:10 54:8 62:5
former 56:9 63:6
forth 36:6
forthright 39:19
forward 52:21
found 25:18
FRA 4:22
frame 62:7
free 5:7 6:22
front 40:1,19 60:13
fueled 59:1
full 7:7 21:7
further 5:8 50:10 63:18
future 12:17

G

gaining 60:23
general 14:17,18,21,24
48:13 61:24
generally 33:22
gentlemen 12:22
George 8:4
getting 11:9 15:13 23:2
56:3 58:4

gfeltel@tannerbisho...
 2:6
GIL 2:3
Gilbert 5:19
give 6:25,25 15:15
 21:10 30:7,9 39:6,7,8
 47:8,12 59:16
given 17:6 21:25 39:18
giving 33:15
glad 7:3 13:5 19:9
 40:24
go 4:7 5:9,11,16 17:19
 19:1,4 22:4 30:13
 32:19 33:1 39:24
 45:16 50:3 51:23
 52:13,23,25 53:3,10
 56:1 59:9
goes 61:18
going 12:10 21:14 25:2
 26:19 29:13,14 37:14
 37:15,22 38:3,4 46:19
 49:25 50:6 55:21,25
 56:7 58:10,18,25
good 29:23 46:1 48:8,9
 48:10,25 50:11 54:5
 54:13
government 16:25
 20:22
grace 8:20
graduate 7:4
graduated 8:13
graduation 7:5
great 27:2,3 43:14
 56:23
Greene 13:2 31:6
grievance 62:2,15,19
grievances 62:1,4,11
 62:13
grieve 32:18,22
grieving 33:12 62:8
grounds 4:16
group 3:12,13 6:1,3,6,8
 6:10,13,14 9:14 16:1
 16:15 34:2 43:14
groups 4:25 5:3,4
guarantee 3:17
guarantees 46:7
Guard 1:14,15 6:1,5
 9:25 15:1 16:14 19:19
 23:8 26:11 27:15,17
 27:20 32:13 34:17
 35:24 38:2 46:18
 49:19 59:20,23
Guard's 21:20
guessing 45:12
guy 43:14

H

half 8:10,11
handle 16:9 30:15 34:8
 34:14 36:7 43:20
 62:16
handled 14:5,6 55:6
handling 11:17 16:10
 25:23 43:19
happen 5:14 54:2 60:10
 61:5
happened 3:7 40:7
 45:13 60:21,25
hard 47:18 63:21
Harry 18:21 23:13
hauling 11:10
head 7:25 39:25 44:4
heading 9:21
heads 52:18
heard 38:3
heavily 29:3
held 7:24 62:15
help 55:8
helpful 59:24
high 27:7
hire 12:18 27:24 35:6
 58:18
hired 32:8
hiring 26:15 33:15 58:9
 58:17
hold 8:19 27:7,17,19
Holt 14:24
honest 62:13
hoped 47:22
Horton 39:13
Hotel 1:10 3:5
hotline 45:1
HR 13:6,20 25:23 62:15
human 6:8,14 63:7
hurt 25:18
hybrid 14:4

I

idea 30:7
identify 4:8 46:13
immediately 7:16 45:10
 60:24
immunity 3:18
implying 36:10
importance 36:6
important 48:5
impossible 22:2
improve 21:8
improvement 20:1
Inaudible 6:2,12 9:8
 11:25 15:25 17:13
 32:21 35:10 49:18,18
 51:18 52:3 61:25
incident 1:4 3:7 57:7,10
 57:22,22 58:1

include 11:24 12:2
 57:13
includes 48:19
inclusive 20:18
incorrect 3:25
increase 3:15
Independence 10:5
independent 2:4 4:18
individual 18:3 28:23
 32:1 36:10
individuals 33:16 52:20
industry 7:1 13:11
information 11:9,10
 22:1 58:5
injured 11:13
injury 11:14
input 28:11,14 47:11
instance 45:14 57:25
 59:10
intention 37:22
interacts 61:20
Intermarine 7:11
internal 51:1,6,18,20,25
 52:2,9,11,23 54:9,20
internally 50:15,23
International 7:11
internationally 22:23
interview 1:7 3:5,21
 5:10,12,13 26:12,19
 28:6 30:6,8 32:6,7
 33:7,17,23 34:4 35:10
 35:16 36:3,15 37:14
 48:3 58:20 60:10,13
 63:19,23
interviewed 35:4 40:22
 40:23 43:2 45:17,17
 51:4,7 52:20
INTERVIEWEE 2:2
interviewing 31:24
 34:23 35:2
interviews 25:12 32:24
 36:1
investigating 45:10
investigation 3:14
investigator 6:5
Investigator-in-charge
 1:13 6:16
invite 31:2,3
involved 16:1 18:13
 25:13,17 54:11 55:3
 62:10,19
ISM 53:14
ISO 8:5 50:17 51:12
 53:25 54:6,16
issue 13:15 17:7 40:12
issues 17:5 38:9,10
 43:20
item 35:9

items 13:22 43:21

J

Jacksonville 1:11 2:5
 3:4
Jim 31:17
job 18:20 27:4 34:12
 35:3 46:2 58:23
John 31:20,21 53:3
 63:9,10,12
joined 8:6,7

K

K-E-N-D-R-A 63:10
K-E-N-D-R-I-C-K 63:11
K-O-N-D-R-A-C-K-I
 6:21
keep 58:10
keeping 37:8
 1:15 6:4 9:25
 10:13 14:25 15:1
 16:14 19:19 26:11
 32:13 35:24 38:2
 46:18 49:18 50:1 58:8
Kendrick 63:9,12
Kevin 1:16 6:9 34:22
 39:20 61:10
kind 11:12 19:7 29:16
 36:11 59:16
Kings 8:14 10:19
knew 48:4
know 13:10 17:16 27:12
 32:10,19 33:6 39:7
 40:10 42:8 45:4,5,5
 48:1 49:21 53:15,17
 54:2 63:14,20
knowing 36:7,11
knowledge 17:6 48:9
 56:24
knows 32:3
Kondracki 1:7 3:6,7,10
 4:2,6,13 5:15,21 6:17
 6:19,20 7:3 8:15,17
 8:20,24 9:1,12,15,22
 10:1,4,11,18 11:1,4
 11:13,21 12:1,4,7,13
 12:21 13:2,5,10,25
 14:4,12,17,23 15:4,10
 15:18 16:3,7,9,13,17
 16:22 17:15,18,25
 18:5,8,10,16 19:2,9
 19:18,21 20:10,17
 21:13 22:10,16,19,22
 23:15,24 24:13,22
 25:3,7,16 26:4,8,14
 27:1,12,21,25 28:18
 28:25 29:9,12,18,22
 30:3,5,9,19,22 31:7

31:10,13,16,21,25
 32:10,15,25 33:4,11
 33:18,21 34:3,16,19
 35:1,6,11,17,21 36:9
 37:1,7,11,17,21 38:1
 38:6,19,25 39:6,22,25
 40:5,10,18,24 41:2,8
 41:13,16,23 42:4,7,15
 42:18,23 43:4,8,18
 44:3,7,14,23 45:8,23
 46:6,11,25 47:6,8,18
 47:24 48:4,15,21 49:4
 49:8,12,15,21 50:8,13
 50:14,19,25 51:5,8,13
 51:16,19,22,25 52:4,7
 52:11,16 53:1,4,16,20
 54:1,4,7,14,18,22
 55:1,3,5,12,20,25
 56:6,13,25 57:4,8,11
 57:19,24 58:11,15,22
 59:9,12,19 60:4,9,18
 60:20,22 61:1,6,15
 62:4,12,18,22,23 63:2
 63:5,9,11,14,17,22
Kondracki's 6:22
Kucharski 1:13 3:3,11
 3:12 4:3,7,14 5:16,22
 6:17,24 8:13,16,19,22
 8:25 9:4,7 10:15,15
 10:24 11:2,11,19,22
 12:2,5,8,25,25 13:3,8
 13:23 14:2,7,7,13,21
 14:25 18:12,12,24
 19:3 22:13,13,17,20
 23:12,20 24:9,19,25
 25:4,13,25 26:7,10
 29:13,14,20,25 30:4,7
 30:10,17,20 31:5,8,11
 31:14,19,23 38:14,14
 38:21 39:4,19,20,23
 40:2,8,15,20,25 41:4
 41:10,15,18 42:1,5,10
 42:16,21,24 43:6,16
 43:24 44:5,8 46:12,17
 49:23,23 50:2,5,9,14
 50:22 51:2,6,9,14
 55:2,2,9,18,23 56:4
 56:10,23 57:1,6,9,17
 57:21 58:6 61:24
 62:23,24 63:3,8,10,12
 63:15,18

L

labor 8:9 9:10,19 10:17
 10:18 11:23 23:22
 24:14 25:5 48:20,21
 62:25
lanes 17:5

language 33:1
law 2:4 5:20 14:15
Lawrence 18:8 20:19
 28:4 31:20,21 52:18
 53:3 57:13,24
lead 55:14,19
leader 48:9
leadership 16:16 26:21
 27:3 30:10 43:12,16
 43:18
leads 49:19
leave 40:12 45:25
led 57:12
Lee 31:13 46:15 50:17
legal 3:18 4:15
Let's 20:14 57:21
level 41:20,21 62:15
leverage 32:3
liability 3:15
liberty 40:13
license 8:19,23 27:20
 34:17
licensed 27:15
life 40:14,16
lifeboat 19:12
limited 4:15 54:18
line 28:6 31:3 35:9
list 40:21 44:5
litigate 14:16
litigation 14:15
little 29:18 47:10
Lloyd's 54:9
LNG 15:9,14,16 18:13
 18:25 25:2 38:22,23
 50:7 55:14 56:3 59:4
 59:17
long 24:3 49:17,21
longer 12:14 15:6 25:18
longer-term 13:13,19
 13:20
look 15:19 18:2 24:4,7
 25:5 26:24 28:14 29:7
 53:7 60:11,12
looked 35:8 38:25
 39:11,12,13,14 43:17
looking 15:11 26:16
 27:2 29:4,17 38:4
 39:15,16 48:25 55:6
 59:2
lot 53:10 62:12 63:6
Lundeberg 18:21 23:13
Lykes 7:5

M

M-I-C-H-A-E-L 6:20
ma'am 12:13,21 38:1
 44:14 45:8 46:11
 62:13,22

machinery 11:10
Maher 39:11
main 58:3
making 23:1
manage 9:18 11:17
 17:21 18:4 22:8 23:6
 25:20
management 7:7,8 8:4
 8:8,10 9:9,11,16,19
 10:17 11:3,4,23,25
 12:10,15,23 13:25
 14:2,4,6 15:2,25 17:4
 18:1 28:4 30:25 31:17
 43:22 48:19 50:16,18
 51:12 56:15,16 57:14
 61:19 62:25
manager 7:19 13:6,7
 17:19,20,20 18:5 22:3
 22:19 28:5 30:25 31:1
 31:14,22 32:7 45:16
 55:6,10,16
managerial 7:9
manages 16:20 17:17
 18:6
managing 21:5
manual 53:21,23
MARAD 23:16
March 8:8 17:12 24:16
 41:23 48:23 63:2
marine 7:4,15,19,22
 8:11,18 28:3 30:24
 31:11,12
mariner 46:1
mariners 27:15 48:23
maritime 7:1,22 10:11
mark 29:23
Marlin 43:5,7 44:1 47:1
 49:5,8,23 55:12,20
 60:18
Marriott 1:10 3:5
Maryland 18:22
master 21:5 23:25 24:9
 24:11 26:13 28:22,24
 29:3 31:24 36:7 37:2
 37:18,22 38:8,15,18
 41:21 43:1,4,15 46:22
 55:3 58:23 60:8,20
 61:4,14
master's 8:1,4 29:15
 34:17 58:20
masters 21:25 26:2
 27:7 41:1 48:6 55:15
 61:7
mate 24:24 28:21 29:2
 29:4 38:17,17 41:21
 42:19 44:11 45:18
 60:6 61:4,12
mates 39:13,16 55:15

61:7
 1:14 5:25
matter 14:20 17:8 20:23
 21:3 32:4 33:7 46:7
 56:22
mean 16:20 35:25 43:5
 47:4 58:17 61:1
measure 27:18
medically 11:17
meet 45:16
meeting 47:22,25 53:2
meetings 19:11
Melissa 1:15 6:7 13:6,6
 17:2 22:14 30:1 31:15
 31:16
member 6:1,5 23:1,5
 25:22 30:17 57:6,10
members 4:25 47:12
memo 21:25
memory 29:23
men 34:13
mention 29:14
mentioned 3:19 4:23
 10:16 11:2,11 19:3
 22:14 24:9 28:13 34:4
 40:21 44:11 56:10
 57:17 62:24
Merchant 7:4,15,18,22
 8:11
mere 27:16
Michael 1:7 6:20 14:24
Mick 3:5 6:21,22
Mike 1:13 3:11 10:15
 12:11,25 14:7 18:12
 22:13 29:14 38:14
 39:20 49:23 55:2
 62:23
mind 22:7,9
minute 46:19
minutes 30:5
misquoted 3:24
mission 23:17
misstated 5:8
mistaken 32:8 37:16
Mitch 57:19
mode-specific 4:22
model 49:7
modify 5:9
monster.com 59:7
monthly 19:10,13
Morrel 31:8 38:14 57:19
move 46:4 57:21
moved 42:20 52:21
moving 46:7
MSC 23:7,15,16,19
MSP 10:9,10
Mullens 17:2

<p>N</p> <p>N422 7:24</p> <p>name 3:11 6:18,19,20 17:13 39:10</p> <p>named 5:1</p> <p>names 39:7,8 40:21,22</p> <p>National 1:1,24</p> <p>nature 11:15 13:21 23:10 45:9</p> <p>nautical 3:13 27:11,13 33:25</p> <p>Naval 7:21 8:2</p> <p>Navy 7:12 8:6,12</p> <p>necessarily 34:3,8 36:22 47:13,25 50:20 56:20</p> <p>need 3:9 11:7,9 13:17 15:5 20:1 48:8</p> <p>negative 61:16</p> <p>neglected 11:19</p> <p>never 51:11</p> <p>new 7:6 15:9 24:20 25:2 36:18,21 37:6 38:22 38:22 40:4 43:6 46:23 47:2 48:21 49:14 53:6 59:21</p> <p>newly 63:3</p> <p>nice 59:3</p> <p>nickname 6:21</p> <p>Nicole 17:14</p> <p>night 9:2</p> <p>Nobody's 28:13 30:3</p> <p>northern 10:7</p> <p>note 29:22</p> <p>notes 29:21 30:2,4,5 32:7,11</p> <p>notified 20:16</p> <p>NTSB 1:4,13,13,14 3:17 4:17,23 6:2,15 12:10 19:5 32:5 37:13 44:11 62:1</p> <p>numerous 8:5</p>	<p>officers 10:21 18:14,18 23:23 32:19,21 34:23</p> <p>Offshore 7:12</p> <p>oh 19:3 37:19 47:4</p> <p>okay 5:15 6:24 9:13 12:24 15:21 16:19 18:2,11 19:9 20:6 29:5,11 31:11 33:6,14 34:11 35:20,23 37:5 37:10,19 38:13 40:8 42:10,12 43:8 44:5,8 47:4,15 48:18 49:10 49:20 52:3,13 53:24 54:5,25 55:18 56:4 58:6,10 60:19,25 61:22 63:19</p> <p>OMV 24:1 52:8 53:22 58:16</p> <p>on-the-job 10:20</p> <p>on/roll 9:17 10:2 14:1,8</p> <p>onboard 13:16 17:24 18:14 19:11 21:15 23:6 25:15 41:19 46:2 52:2</p> <p>once 24:4</p> <p>one's 36:23</p> <p>open 16:23 21:11</p> <p>openings 61:9</p> <p>operate 10:6 17:4,7 20:18 32:2 36:8 49:9 53:22 56:8</p> <p>operating 49:9,16</p> <p>operational 30:15 34:6</p> <p>operations 3:12,14 6:1 6:10 7:9,21 16:2,8,25 17:1 28:3,5 30:24 31:1,22 48:20,24 53:23 56:17 57:14,18</p> <p>opportunity 3:23 39:18</p> <p>ops 21:25</p> <p>Orca 50:6 55:13,19,21 56:2</p> <p>org 12:11</p> <p>organization 17:11 19:8 58:19</p> <p>originally 29:1</p> <p>Orleans 7:6</p> <p>outlined 33:13 35:22 58:16 62:5</p> <p>outlines 19:15</p> <p>outside 3:19 4:11 14:19 15:12 26:18 39:16 41:25 58:19 60:2</p> <p>outstanding 18:20 44:19</p> <p>overall 27:6</p> <p>oversee 12:16</p> <p>overseeing 15:12</p>	<p>oversees 23:5</p> <p>owners 21:21 22:4</p> <p>P</p> <p>P-R-O-C-E-E-D-I-N-G-S 3:1</p> <p>p.m 3:2 63:24</p> <p>panel 28:1 29:15 30:21 31:24 47:12 60:13,13</p> <p>Pardon 52:4</p> <p>parent 11:6</p> <p>part 3:22 4:21 5:3 6:8,9 14:14 16:17 20:4 23:17,21,22 24:12,21 25:1,4,22,24,25 28:17 31:24 48:11 51:7 57:22 58:1,2</p> <p>PARTICIPANT 36:21</p> <p>participate 31:4</p> <p>particular 53:19</p> <p>partner 59:20</p> <p>party 4:25 5:1,2 46:15</p> <p>payroll 52:12 54:23</p> <p>people 4:24 5:3 12:3 24:20 25:1 28:11 31:19,23 32:8,21 33:22 39:18 40:22 41:18 43:2,2 44:6 58:13 59:2,11</p> <p>percent 15:7,20 21:19 21:20 41:3 44:17 47:19</p> <p>percentage 15:16</p> <p>perform 46:8,8</p> <p>performance 6:6,8,14 61:12</p> <p>performer 44:19</p> <p>period 8:20 26:17</p> <p>permanency 61:8</p> <p>permanent 32:21</p> <p>permission 39:10</p> <p>person 14:18 17:17 19:14,14 20:11,11 26:17 29:25 32:3 42:12,22 44:24,25,25 46:13</p> <p>person's 44:19</p> <p>personal 4:4 5:22 25:12 40:11,14,16 42:9</p> <p>personally 51:3,7,11</p> <p>personnel 16:20 17:23 19:1 25:2 30:11 32:14 32:14,15,17 38:11 41:5,7,10,15</p> <p>Peterson 20:20 31:13 46:15,15 50:17</p> <p>Phil 13:2 31:6,8 38:14 57:19</p>	<p>Phonetic 10:4 12:12 17:2,14 31:8,13,18 39:11,12 40:2 52:19</p> <p>phrase 40:11</p> <p>Piney 18:21</p> <p>place 14:16 22:25 24:17 36:6 38:24</p> <p>placement 55:8,16</p> <p>plan 16:24 38:19 52:24</p> <p>planning 34:9 37:2,7 38:11 47:21</p> <p>please 3:10 5:5 6:21 35:1 41:9 46:14</p> <p>plying 36:18</p> <p>PNI 11:10</p> <p>point 8:14 10:19 18:21 35:25,25</p> <p>policies 13:20 43:12</p> <p>policy 7:25 27:7 47:14</p> <p>Ponce 55:21 56:1</p> <p>pool 33:9</p> <p>popups 13:14,16</p> <p>port 20:24 31:3 56:10 56:11,12,14,18,19 57:1,1,2,4 61:18,19</p> <p>portion 16:11</p> <p>portions 53:18</p> <p>position 7:2,24 9:11 11:22 12:20 16:11 24:16,23 26:13 27:13 27:17 28:23 29:15 37:15 40:3,6,7 42:14 43:1 44:1 46:5 48:22 50:21,23 51:10,10 58:13,20 59:17 60:2 60:19 63:4</p> <p>positions 7:9 9:23 38:9 39:15 55:17 58:21</p> <p>positive 61:16</p> <p>possibility 38:7</p> <p>possible 21:2 45:19 46:24</p> <p>possibly 36:13 39:18 45:11</p> <p>potential 21:14 61:12</p> <p>powers 3:20,20 4:24</p> <p>prefer 6:22</p> <p>prepared 7:1</p> <p>prepares 20:9</p> <p>PRESENT 2:2</p> <p>president 13:2 16:24,24 16:25 20:21 28:2,2,10 30:22,23 31:2,5,9 47:11 56:17 63:7</p> <p>presidents 20:22 57:14 57:18</p> <p>previous 36:15 37:13 50:22 51:10</p>
<p>O</p> <p>O'Meara 12:12</p> <p>objections 4:16</p> <p>obliged 35:6</p> <p>observed 61:13</p> <p>obtain 23:18</p> <p>obtaining 15:11</p> <p>October 1:5,9 3:4 24:18</p> <p>offense 44:16</p> <p>offer 3:17 11:6</p> <p>office 42:2</p> <p>officer 20:8 24:2,23 25:15 26:24 36:3 44:15</p> <p>officer's 41:14</p>			

primarily 11:5
prior 37:4 53:7
priority 45:14
pro 29:16
probable 4:19
probably 35:13 43:10 43:14
problem 26:6
procedure 33:2
process 23:4 24:11,12 24:20 25:1,14 26:1,12 26:20 28:17 29:5,6,7 29:10 32:20,22 33:10 33:12 34:24 35:2,10 35:16 45:3,6 53:5,11 60:6,7,11,13 62:5
produced 1:23
proficiency 27:16
program 7:8,19 10:9,10 10:12
Programs 8:1
project 8:4 15:17
projects 13:13,14,19
promote 24:5 29:4
promoted 24:20 61:4
promoting 4:20
promotion 24:20 46:9
proper 40:11
propulsion 38:23
prospects 38:5
protecting 48:12
protection 35:15
provided 1:23 23:13
public 3:21
Puerto 36:23 47:2 49:5 49:9,16,24 60:23
pull 20:20,23
purpose 3:14
put 21:24 44:12 60:22

Q

qualifications 28:22 33:25 43:17 59:17 61:13,13
qualified 34:14 43:10 43:11
qualify 12:5 41:20
qualities 48:5,10,16
quality 19:20,24 53:20 53:25 54:6,8,11
question 5:6 9:6 12:9 15:24,25 34:5 36:22 44:10 46:20 51:17 54:15
questioned 51:11
questions 4:17 5:4,5,11 9:4 12:8 14:25 26:10 26:20,21 28:8 30:8,16

30:18 33:7,16 40:15 41:4 43:11,12,19 44:9 50:10 51:14 53:6,7,14 58:7,9 60:14 61:24 63:18,21
quickly 13:17 40:13
quite 17:9

R

R 10:4
rack 47:20
range 15:20
rarely 13:11
Ray 39:12
re-interview 5:13
reach 21:3,5
real-time 58:5
realize 5:8
really 28:18 35:12,14 53:22
reasons 42:9
recall 7:18
recency 23:9
recollect 43:25
recollection 5:6
recommendation 59:13
reconfigure 21:18
record 3:8 6:18 60:12
records 20:7,14
recourse 45:21
rectified 21:12
refer 24:6
reference 3:6
referenced 56:18
referring 17:12 53:25
refused 45:24,25
regarding 15:3
regulatory 3:20 4:23,24
related 10:16 16:2,8 21:9
relation 20:13
relations 8:9 9:10,19 10:17 11:23 23:22 24:14 25:5 48:20,22 62:25
relatively 29:23 40:13 48:21
release 39:10
reliefs 23:2
relieve 50:6
rely 18:16 28:21 29:3
relying 25:11
repeat 55:19
repeated 5:7
rephrase 36:13
report 13:1 19:13 22:14 44:24 56:16 62:2
reported 44:15

reports 13:4,4 56:16
representative 4:4,9,10 5:20,23 6:14
representative's 4:14
require 18:23 19:10 46:3
required 4:10 11:18 19:1
requirement 53:12
requirements 19:16 23:10 48:2
requires 23:8,16
requisite 18:17 23:6
reserve 7:16,19
resign 40:9 63:15
resigned 41:5,11,18,25 63:17
resolution 62:9
Resolve 10:4
resource 21:1 56:21
resources 63:7
respond 13:18
responded 26:21
responding 45:4
response 57:7,10,23
responsibilities 12:15 63:6
responsibility 11:8 23:1
responsible 18:4
rest 14:6
results 20:13 29:20
resume 25:11 29:24 60:12
resumes 26:19
retained 32:7
review 3:23 28:7
reviewed 52:19
reviewing 26:19
reviews 20:6,9
revisit 15:21
Rican 47:2 49:6,9,16,24 60:23
Rico 36:23
right 5:17 8:21 12:14 20:3 23:2 49:15 52:3 63:12
risk 8:9 9:19 10:17 11:2 11:4,23 15:23,24,25 16:1,6,11,20,20,20,20 17:17,21 18:4 62:25
Roberts 12:12
Roger 4:13
role 15:25 22:17
roll 9:17 10:2 14:1,8
room 4:8 5:17 46:13 58:7
RORO 10:6

rotating 22:24
rotations 55:4,11
Roth-Roffy 1:13 6:15 6:15
route 36:5,19,25
rules 35:21
Russ 39:13

S

safety 1:1,24 3:15 4:20 17:23,24 18:1 19:8,10 19:12 20:4,15 21:9,11 27:5 30:25 31:22 43:22 48:12 50:17
sail 8:25 9:2 10:23,25 37:3,9 38:3
sailed 28:20 38:7 58:23 59:4 60:6 61:3
sailing 25:8,8,10 39:2 59:13
saying 36:11 43:9,13
schedule 21:18,23 22:1 22:5 33:17 38:10
scheduling 21:14
school 18:21 23:13,16 23:19
schooling 10:16
science 8:17
se 47:25 50:20
sea 9:3
seagoing 20:24
Sealift 7:25
seaman 25:14
SeaStar 31:3
second 38:17 45:12 46:12
Security 10:11
see 20:2 29:7 53:7,8 57:3 62:8
seeing 26:20
select 48:3
selected 7:16 36:4,19 36:24 37:5 41:1
selecting 46:22
selection 29:15,21 32:18,22
Self 17:14
senior 16:24,25 20:21 24:23 25:2 28:2 30:23 41:6,15,20,20 42:12 56:17 57:14,17
seniority 24:2
sense 48:7,25 58:22
sent 21:11
serious 44:16
seriously 45:9
Serridge 1:15 6:7,7 13:6 17:2

served 36:3
service 10:8 56:8
services 1:15,16 6:8,9
 8:7,10 11:5,21,24,25
 14:6,22,23 16:22
 21:20 28:3 30:23,24
 31:12 34:22
set 16:23 30:18 56:13
 58:1,2
setting 13:13 59:20,25
share 17:6
shared 42:7
Shepherd 1:16 6:11,11
 15:23,23 16:5,8,12
 51:15,15,17,20,23
 52:3,5,9,13,23 53:2
 53:13,17,24 54:2,5,13
 54:15,20,25
shifts 22:8
ship 8:8 9:9,11,16
 12:10,14,23 13:16
 15:2 17:4 20:8 21:6
 21:16,17 23:2 25:15
 28:4,21 30:25 31:17
 34:12 36:7 37:18
 38:10 40:13 52:1
 55:24 56:4,15,16
 57:13,25 58:14 59:2
 61:18,19
ship's 20:8 52:8
shipboard 20:7 23:25
 25:6 32:14 48:19
 53:21
Shipholding 7:11
shipping 6:12 7:10
 13:11
ships 9:3 10:20 12:16
 13:14 14:1,11 15:3,9
 16:21 18:15 22:22,24
 27:24 28:15 36:2,4
 38:23 40:4 41:19
 46:22 49:3,7,14 51:23
 59:1,22 61:8
shoreside 9:2 12:5
 50:16 51:12 52:1
 53:20
shorter-term 13:14
shortly 4:7
shown 48:8
shows 12:11
sick 11:14
side 38:10,11
sign 45:24
significant 36:1
Simultaneous 37:19
 47:7 52:5 59:7 62:11
 62:17
Singapore 56:3

sir 3:10 4:6 7:3 8:15
 10:1 13:5 15:5 16:18
 17:15 18:10,16 22:16
 28:19 30:19 31:7,10
 31:21 32:16 33:18
 36:9 38:25 39:7,22
 42:23 43:9 46:25 50:1
 50:13 51:16,19 53:1,4
 54:1,14 55:1 58:11
 59:12 63:22
situation 21:13 30:14
 30:15 34:7 57:12
SIU 18:19,20
skills 27:11,13
slating 41:2
slot 61:9
slotted 61:10
SMS 18:6 19:10,15,21
 20:11 51:12 53:21
 60:2
snapshot 44:18
solution 21:2
somebody 11:13 12:17
 20:9 24:5 25:18 26:18
 27:2,3,4,4,5,6 31:2
 34:5 58:18 59:13
somebody's 29:24
sorry 3:8 10:24 19:4
 31:20 43:6,7 55:18
sounds 22:8 36:9
speak 40:7 43:13 45:1
 53:5
speaking 36:14 37:20
 47:7 52:6 59:8 62:11
 62:17
special 7:22
specialized 15:14 23:16
 23:17
specialty 18:25
specific 17:22 19:7
 21:16 24:25 36:10
 46:20,21,24 47:17
 48:2,14 49:3 57:15
specifically 14:10 26:3
 36:11 56:25 57:5
specify 48:6
spell 6:18
spent 15:2,8
stability 3:13
stack 47:20
staff 7:20 32:4
standard 53:16
standards 27:8 53:25
standpoint 41:14
Star 18:20 23:14,15
start 5:16 45:10 60:23
started 7:17
statement 38:18 55:10

STCW 21:16,21 22:2
Steamship 7:6
step 20:3 42:14
Stith 1:16 6:9,9 34:22
 34:22 35:2,8,12,20,23
 39:20 60:6,9 61:23
stovepipe 20:19 32:2
straight 28:12
strategic 8:3
studies 8:3
stuff 55:7
style 26:21 30:11
subject 17:8 20:23 21:3
 32:4 33:7 56:22
submit 11:12
submitted 52:17
substantial 17:9
suggestions 3:24
suitable 36:17
Suite 2:4
super 43:11,17
sure 19:6 21:13 23:1,9
 28:9 40:18 41:10
 53:11 58:4 61:1
sync 27:6
system 5:1 18:1,6
 20:11 43:22 50:16,17
 50:18 51:12 54:11
 60:3
systems 6:13 50:24

T

take 14:15 24:4,6,17,21
 26:12,24 34:19 38:24
 45:8,25 46:3,19 47:11
 52:22 58:4 60:7 61:20
taken 29:21
taker 29:22
takes 30:2,4 32:11
talk 10:21 40:13 46:9
 47:22
talked 4:11 45:14 48:10
 52:20
talking 14:10,10
tankers 38:20
Tanner 2:4 5:20
tap 21:1
team 16:18,19 20:18
 28:12 32:2 47:19 48:2
 52:14 57:7,10,12,23
team's 47:16
technical 27:3 48:9,16
tell 8:22 11:3 13:1,3,8
 22:20 30:20 38:21
 39:4 40:25 42:5,16,25
 43:3 44:12 58:9,12
tend 17:5 20:17
term 15:6 56:10

terminated 41:5,11,13
terms 62:1
testified 38:15
testify 4:11
thank 3:11 5:19 6:24
 9:24 10:13 12:24
 15:22 16:12 18:11
 19:17 22:12 29:11
 32:12 34:21 37:10,25
 38:13 42:24 43:7
 46:10,17 49:11,18
 50:1,4,9,11 53:13
 54:13,25 58:6 61:22
 61:22 62:21 63:20,21
thanks 15:21
thing 32:25 58:24 60:10
 61:6
things 4:12 14:16 26:22
 43:23 44:21 45:2,4
think 3:19 28:25 29:9
 36:22 37:17 38:3
 40:11 42:24 46:20
 48:4,25 49:4,17
Third 8:24
Thompson 39:12
thought 37:13 48:5
three 40:21 46:21 47:9
 47:10,13 49:3
throw 15:6
time 3:3 5:11 7:15 8:10
 8:11 12:16 15:2,7,8
 15:16 23:2,3 24:3
 26:17 30:13 32:1 36:5
 40:5 53:10 56:9 62:7
 63:19
times 51:24
timing 15:12,13 38:9
 55:8 61:6
title 63:5
told 32:6 36:2
Tom 1:13 6:15
top 23:8 39:25 44:3
 46:21 47:9,10,13 49:3
 60:15
TOTE 1:15,16 5:1 6:7,9
 8:6,10 9:11 11:5,21
 11:24 14:6,22,23,24
 16:22 21:20 30:23
 31:5 34:22 35:4 46:16
 54:19
tracks 19:15
trade 10:7 14:9 36:2
 37:4,9,16,24 46:23
 47:2 49:6,9,13,16,24
 50:3 56:2 60:23
trades 59:7
trading 22:23 37:23
 47:1

traffic 7:9
trained 15:13
trainee 7:7
training 7:8 8:6 10:20
 15:14,22 18:13,14,18
 18:25 19:6,7,10,12,13
 19:15,20 20:15 23:6,8
 23:10,12,17 46:4
 59:21
transcribed 3:21
transcript 1:23 3:23
transportation 1:1,24
 4:19,20,22
trending 24:7
trials 9:3
tried 21:17 45:18 60:22
try 32:3 45:10 62:7
trying 21:8 33:19 39:17
 55:8 58:3
turn 12:17
two 41:19 50:24
type 13:19,22 14:2
 15:20 16:6 28:1 30:8
types 30:16 48:10
typical 34:23
typically 13:12,17 20:19
 34:25 35:5 55:5 57:9
 58:22 62:14,15

U

U.S 1:14,15 6:4 7:4,10
 22:24 27:15 34:17
ultimate 17:17 22:25
ultimately 18:3
umbrella 35:14
unclear 17:20 26:4
uncommon 62:20
understand 5:6 24:17
 50:16 60:5
understanding 43:22
understood 32:9 37:13
Unfortunately 44:14
union 18:18,19 23:18
 32:14,15,17,18 35:5
 35:14 59:14,18,19
 62:2,7
unionized 10:23
unions 18:17 19:6 35:7
 59:10,24
unique 58:24 59:5
unit 10:21
units 7:17
University 8:5
unlicensed 18:19 41:17
unlimited 9:1
use 19:5 24:8 29:16
uses 14:23
utilize 14:19 17:8 18:18

20:23 24:4 56:22,23
utilized 56:24
utilizing 38:12

V

vacuum 28:12
value 49:2
varies 15:4
various 7:8 51:24
verbal 29:19
versus 32:21
vessel 10:7 11:9 16:2
 17:23 21:21 22:4
 28:22 29:3 34:14
 36:21 48:24 52:2,8
 53:23 55:7 56:1 58:15
 60:18
vessels 9:17 10:3,9,23
 11:24 13:17 14:9
 15:12 17:24 21:4 23:7
 25:2 36:18 37:6 38:22
 38:23 41:1 43:5 44:1
 47:1 49:5,8,24 50:6
 53:22 55:4,12 56:1,14
 56:20 58:25 59:4
 61:20
vice 16:24,25 20:21
 28:2 30:23 31:2,9
 56:17 57:14,18 63:7
visits 61:18
voluntary 35:18
volunteer 35:18
volunteers 35:15
voyage 34:8
VP 28:5

W

wait 20:2
Walker 57:20
want 27:8
wanted 24:5 31:4
wants 27:4
War 8:2
Washington 7:21 8:5
wasn't 37:5
watch 9:2 44:16
way 16:22 17:6,7 21:22
 22:5 23:24 37:8 40:11
 43:19 44:17 56:7,13
 61:10
we'll 5:16 15:21 21:23
 42:10 46:9 63:19
we're 3:4,5 17:3 19:23
 19:25 21:6,7 48:25
we've 21:17 22:23,24
 27:8 28:13 56:14,15
 59:22
weather 34:1,1,9,15

36:5,7
Wednesday 1:9
week 49:22
weekly 19:12
weigh 47:9 48:17
weighted 43:23
welcome 16:13 19:18
 29:12
went 7:7,8,16 21:21,24
 36:15 44:25 45:16
 54:9 60:12
West 55:13
word 3:25 36:16
words 20:8 28:15,20
 33:10 61:3
work 11:20 13:22 14:15
 14:17 23:24 28:12
 35:22 45:6
worked 7:10 22:10
workforce 35:19
working 7:5 12:3,19
 13:13,18,19,20 21:6
 54:7,10
world 45:11,12
worst 43:14
wouldn't 25:9,20 34:3
write 47:19 49:25
writing 21:24 48:7 62:6
written 53:5
wrong 20:2 36:20 50:5

X

Y

year 8:21 22:25 24:16
 36:5 41:7,12,24 51:1
years 7:14 48:24 53:9
Yunque 22:9 26:25 38:4
 38:4,8,24 41:6,12
 42:13,20 43:1,4 44:12
 56:12,20 57:5
Yunque's 28:15

Z

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1

1 1:5 45:14
10 15:20
100 21:19,20 41:2 44:17
 47:18
11 7:14
14 1:9 3:4
14001 54:16
15 63:2
1538 3:3
15th 8:8

1700 2:4
1701 63:19
1988 7:5 8:14 48:24
19th 7:20
1st 8:7

2

2000 7:18
2003 7:18
2005 7:20
2014 7:20 8:7
2015 1:5,9 3:4 8:8 17:12
 63:2
25 15:6
27 48:23

3

3:38 3:2
32202 2:5
365 22:25

4

446-2987 2:5

5

5 15:20
5:01 63:24

6

7

8

9

C E R T I F I C A T E

MATTER: El Faro Incident
NTSB Accident No. DCA16MM001
Interview of Michael Kondracki
Jacksonville, FL

DATE: 10-14-15

I hereby certify that the attached transcription of page 1 to 73 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NTSB RESPONSE (**in bold blue**) TO TABLE OF CORRECTIONS TO TRANSCRIPT OF INTERVIEW
FOR MICHAEL KONDRACKI TAKEN ON OCTOBER 14, 2015

PAGE	LINE	CURRENT WORDING	SUGGESTED CORRECTED WORDING	NTSB Response
7	5	I entered working	I entered the industry working	Do not agree. Transcript is correct as is.
7	6	as its	as a	Do not agree. Transcript is correct as is.
7	12	Carrier	Carriers	Do not agree. Transcript is correct as is.
9	17	American roll on/roll off	American Roll-on Roll-off Carrier	AGREE.
10	4-5	R Resolve..more.	Resolve,Honor,Courage, Endurance,Freedom, Independence II, and Integrity.	Do not agree. Transcript is correct as is.
10	21	unit	union	AGREE
11	6	from our	to our	Do not agree. Sounds like "with/from our"
11	10	hauling machinery or PNI	hull and machinery or P&I	AGREE
11	16	upon on what	upon what	Do not agree. Transcript is correct as is.
13	13	setting up-- working	setting up priorities for working	Do not agree. Transcript is correct as is.
13	14	projects,our popups that	projects,and handling pop-ups	Do not agree. Transcript is correct as is.
13	16	popups	pop-ups	Do not agree. Transcript is correct as is.
14	1	American roll on/roll off ships.	American Roll-on Roll-off Carrier's ships	Do not agree. Sounds like "American Roll-on Roll-off ships"
15	3	ARM	ARC	AGREE
15	6	throw it out, longer term,ballpark, maybe	throw out a longer term ballpark figure , maybe	Do not agree. Transcript is correct as is.
15	12	, timing	and timing.	Do not agree. Transcript is correct as is.
15	13	folks	crew	Do not agree. Transcript is correct as is.
17	2	Mullens	Lawrence	
17	9	it quite	it's quite	Do not agree. Transcript is correct as is.
18	21	School in Piney Point	School of Seamanship in Piney Point	Do not agree. Transcript is correct as is.
19	9	Okay, be	Okay, I would be	AGREE

19	12	fire lifeboat	fire and lifeboat	AGREE
20	2	Just - - if we	Just stay stagnate – if we	Do not agree. Transcript is correct as is.
20	18	inclusive and as a team	inclusively as a team	Do not agree. Transcript is correct as is.
20	19	stovepipe	stovepiped	Do not agree. Transcript is correct as is.
21	4	expertise on the company that the vessels were managing	Experts in the company for the vessels that we were managing	Do not agree. Sounds like “expertise on the vessels we are managing...”
22	8	shifts	ships	AGREE
22	24	got rotating	got crew rotating	Do not agree. Transcript is correct as is.
23	2	time, that	time and that	Do not agree. Transcript is correct as is.
23	9	That –recency	That there is recency	Do not agree. Transcript is correct as is.
24	5	evaluations--	evaluations periodically.	Do not agree. Transcript is correct as is.
27	1	Had to—yes,	Had to for those ships yet, however, yes,	Do not agree. Transcript is correct as is.
28	5	Operations at	Operation of	Do not agree. Transcript is correct as is.
29	2	Would be—we would	Would be evaluated by the Captain and we would	Do not agree. Transcript is correct as is.
29	22-23	taker, have	taker since I have	Do not agree. Transcript is correct as is.
39	1	also from --that	also from outside of TOTE that	Do not agree. Transcript is correct as is.
39	11	Maher	Mayher	AGREE
39	15	was other positions.	were other positions.	Do not agree. Transcript is correct as is.
43	9-10	that-- they were probably all-	that any of them were not qualified, they were probably all	Do not agree. Transcript is correct as is.
43	13	Not saying that ---the worst	I am not saying any of the candidates are not competent, the worst	Do not agree. Transcript is correct as is.
44	15	to-- may	to the DP via the hotline and may	Do not agree. Transcript is correct as is.
45	16	crew manager	Crewing Manager	AGREE
46	7-8	you perform, you	your performance :if you	Do not agree. Transcript is correct as is.
47	11	all-- the	all collectively participate so the	Do not agree. Transcript is correct as is.
48	7	do--no,	...do that, no, but we all	Do not agree. Transcript

			had a sense...	is correct as is.
48	15	them-- there's	them what they are,there's	Do not agree. Transcript is correct as is.
52	18-19	audit, Ms. Fensterbush (phonetic)	audits and Ms. Finsterbusch	Do not agree. Sounds like "audit, Ms. Finsterbusch.."
53	4-5	very process- it's	very detailed process with	Do not agree. Transcript is correct as is.
58	4	family	families	Do not agree. Transcript is correct as is.
61	9	the- we	he selected officer, we	Do not agree. Transcript is correct as is.
61	15	be-- if	be communication from various sources, if	Do not agree. Transcript is correct as is.

If to the best of your knowledge, no corrections are needed kindly circle the statement "no corrections needed" and initial in the space provided.

NO CORRECTIONS NEEDED. — — —

— —
— —
Initials

/l t c t / A E L S. ! < r J N D R A C K < i

Printed Name of Person providing the above information

[REDACTED]

Signature of Person providing the above information

11/23/2015
Date

November 23, 2015

To: Lee Peterson, TOTE Services

SUBJECT: Supplement to witness interview of Michael Kondracki conducted on October 14, 2015


Dear Lee,

I am contacting you as the TOTE Services' Party Coordinator and Party Representatives in connection with the NTSB El Faro accident investigation, NTSB Accident No. DCA16MM001. Please forward this e-mail to the appropriate NTSB investigative Group Chairpersons. After reviewing my transcript, one matter requires additional clarification.

On page 54 of my transcript, I was asked a question about the identifying number of a certain ISO standard. At line 4, I indicated I believed the ISO standard to be 9002. After reviewing my transcript and reflecting on this further, the correct response was 9001.

Please note this correction in your investigative record.

Sincerely,



Mick Kondracki